



THE REGIONAL MUNICIPALITY OF NIAGARA COUNCIL ORDER OF BUSINESS

CL 7-2020

Thursday, May 21, 2020

6:30 p.m.

Meeting will be held by electronic participation only

All electronic meetings can be viewed on Niagara Region's website at:

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

Due to the efforts to contain the spread of COVID-19 the Council Chamber will not be open to the public to attend Council meetings until further notice. To view live stream meeting proceedings, please visit: [niagararegion.ca/government](https://www.niagararegion.ca/government)

Pages

1. CALL TO ORDER
2. ADOPTION OF AGENDA
 - 2.1 Addition of Items
 - 2.2 Changes in Order of Items
3. DISCLOSURES OF PECUNIARY INTEREST
4. PRESENTATIONS
5. CHAIR'S REPORTS, ANNOUNCEMENTS, REMARKS
6. DELEGATIONS
7. ADOPTION OF MINUTES
 - 7.1 Council Minutes CL 6-2020
Thursday, April 23, 2020

8. CORRESPONDENCE

8.1 Receive and/or Refer

8.1.1 *CL-C 20-2020* 21 - 30

A memorandum from Dr. M.M. Hirji, Acting Medical Officer of Health and Commissioner, dated May 21, 2020, respecting Response to Further Questions Regarding Universal Testing Proposal.

Recommended Action: Receive.

8.1.2 *CL-C 21-2020* 31 - 40

A memorandum from F. Meffe, Director, Human Resources, dated May 21, 2020, respecting Business Continuity Planning and Staff Redeployment Update #2.

Recommended Action: Receive.

8.1.3 *CL-C 22-2020* 41 - 44

A memorandum from A.-M. Norio, Regional Clerk, dated May 21, 2020, respecting Collection, Use, and Disclosure of Personal Health Information Related to COVID-19.

Recommended Action: Receive.

8.1.4 *CL-C 23-2020* 45 - 51

A letter from W. Sendzik, Chair, Niagara Regional Housing Board of Directors, dated May 15, 2020, respecting Award of Tender - New Affordable Housing Project - 6388 Hawkins Street and 7180 Heximer Avenue, City of Niagara Falls.

Recommended Action: Receive.

8.2 For Consideration

8.2.1 *CL-C 18-2020* 52

Association of Municipalities of Ontario (AMO) Board of Directors Endorsement

8.2.2 *CL-C 19-2020* 53 - 56

Letters from the Town of Fort Erie and the City of Port Colborne requesting Support for Resolutions respecting Canada/US Border Crossings - Essential Traffic Only - COVID-19

8.2.3 *CSD 34-2020* 57 - 62

2020 COVID-19 Cash Flow Update Report - May

| | | |
|-------|----------------------------------------------------------------------------------------------------------------------------|---------|
| 8.2.4 | CSD 35-2020 COVID-19 Financial Impacts Update | 63 - 74 |
| 8.2.5 | CL-C 24-2020 Appointment of Budget Review Committee of the Whole Chair and Vice Chair for 2021 and 2022 Budget Years | 75 |

9. COMMITTEE REPORTS - OPEN SESSION

| | | | |
|-----|----------------------------------------------------------------------------------------------------|-----------|-----------|
| 9.1 | <u>Public Works Committee</u> Minutes PWC 4-2020, Tuesday, May 12, 2020 | Rigby | 76 - 126 |
| 9.2 | <u>Public Health and Social Services Committee</u> Minutes PHSSC 4-2020, Tuesday, May 12, 2020 | Chiocchio | 127 - 267 |
| 9.3 | <u>Corporate Services Committee</u> Minutes CSC 4-2020, Wednesday, May 13, 2020 | Foster | 268 - 396 |
| 9.4 | <u>Planning and Economic Development Committee</u> Minutes PEDC 4-2020, Wednesday, May 13, 2020 | Huson | 397 - 825 |

10. CHIEF ADMINISTRATIVE OFFICER'S REPORT(S) None.

11. MOTIONS

| | | | |
|------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-----|
| 11.1 | <u>Reconsideration of 2020 Water and Wastewater Budget</u> In accordance with the notice and submission deadline requirements of Sections 18.1(b) and 11.3, respectively, of Niagara Region's Procedural By-law, the Regional Clerk received from Councillor Campion a motion to be brought forward for consideration at the May 21, 2020 Council meeting requesting the reconsideration of the 2020 Water and Wastewater Budget. | Campion | 826 |
|------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-----|

In order to reconsider this item at this meeting, subsection 19.16 "Motion to Reconsider" of the Procedural By-law will need to be suspended.

12. NOTICES OF MOTION

13. OTHER BUSINESS

14. CLOSED SESSION

14.1 Committee Reports - Closed Session

| | |
|--------|-------------------------------------------------------------------------|
| 14.1.1 | Corporate Services Committee - Closed Session (Wednesday, May 13, 2020) |
|--------|-------------------------------------------------------------------------|

14.2 Confidential Reports Submitted Directly to Council

- 14.2.1 Confidential HR 4-2020
A Matter of Labour Relations: CUPE 1263 Interest Arbitration
Award

15. BUSINESS ARISING FROM CLOSED SESSION

16. BY-LAWS

- 16.1 Bill 2020-25
A by-law to adopt, ratify and confirm the actions of Regional Council at
its meeting held on May 21, 2020.

827

17. 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 6-2020

Thursday, April 23, 2020

Council Chamber / Teleconference

Niagara Region Headquarters, Campbell West

1815 Sir Isaac Brock Way, Thorold, ON

| | |
|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Council Members Present in the Council Chamber: | Bradley (Regional Chair) |
| Council Members Present via Teleconference: | Butters, Bylsma, Campion, Chiocchio, Darté, Diodati, Disero, Easton, Edgar, Fertich, Foster, Gale, Gibson, Greenwood, Heit, Huson, Insinna, Ip, Jordan, Junkin, Nicholson, Redekop, Rigby, Sendzik, Steele, Ugulini, Villella, Whalen, Witteveen, Zalepa |
| Absent/Regrets: | Bellows |
| Staff Present in the Council Chamber: | M. Lewis, Client and Support Advisor, A.-M. Norio, Regional Clerk, R. Tripp, Acting Chief Administrative Officer |
| Staff Present via Teleconference: | D. Barnhart, Executive Officer to the Regional Chair, D. Gibbs, Director, Legal & Court Services, D. Giles, Director, Community & Long Range Planning, C. Habermebl, Director, Waste Management Services, T. Harrison, Commissioner/Treasurer, Corporate Services, Dr. M. M. Hirji, Acting Medical Officer of Health, A. Jugley, Commissioner, Community Services, P. Lambert, Director, Infrastructure Planning and Development Engineering, F. Meffe, Director, Human Resources, R. Mostacci, Commissioner, Planning & Development Services, M. Robinson, Director, GO Implementation Project, C. Ryall, Director, Transportation Services, M. Trennum, Deputy Regional Clerk, J. Tonellato, Director, Water and Waste Water, B. Zvaniga, Interim Commissioner, Public Works |

1. CALL TO ORDER

Regional Chair Bradley called the meeting to order at 6:34 p.m.

Regional Chair Bradley requested Regional Council observe a moment of silence to grieve with the people of Nova Scotia and to remember those innocent victims who lost their lives as a result of the senseless act of violence which occurred there this weekend passed, April 18 - 19, 2020.

The Regional Chair provided some introductory remarks respecting the important role of Regional Council and staff during the COVID-19 pandemic response. He expressed his sympathy for all those affected by the crisis during these trying times.

2. ADOPTION OF AGENDA

2.1 Addition of Items

There were no items added to the agenda.

2.2 Changes in Order of Items

Regional Chair Bradley requested Council amend the order of the agenda to move Report CSD 30-2020 (Agenda Item 9.1.1) and Report CSD 31-2020 (Agenda Item 9.1.2) to immediately following the Presentations section (Agenda Item 4).

There being no objections, it was,

Moved by Councillor Witteveen

Seconded by Councillor Steele

That Council Agenda CL 6-2020, **BE ADOPTED**, as amended.

Carried

3. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

4. PRESENTATIONS

4.1 COVID-19 Considerations

Ron Tripp, Acting Chief Administrative Officer, Todd Harrison, Commissioner, Corporate Services/Treasurer, and Helen Chamberlain, Director, Financial Management and Planning/Deputy Treasurer, provided information respecting COVID-19 Considerations. Topics of the presentation included:

- Niagara Region Response to COVID-19
- Report CSD 30 - Preliminary Overview of Financial Implication
- Report CSD 31 - Concessions re. Tax, Waste, Water/Wastewater Billings
- Report CAO 10 - COVID-19 Update
- CHR 2 - COVID-19 Governmental Relations Strategy

9. **COMMITTEE REPORTS**

9.1 **For Consideration**

9.1.1 CSD 30-2020

COVID-19 Preliminary Overview of Financial Impacts

Moved by Councillor Rigby

Seconded by Councillor Ip

That Report CSD 30-2020, dated April 23, 2020, respecting COVID-19 Preliminary Overview of Financial Impacts, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Regional Chair **BE DIRECTED** to lobby provincial and federal levels of government for financial assistance to support Niagara Region's COVID-19 emergency response;
2. That Niagara Region **BE DIRECTED** to participate in efforts with other municipalities seeking financial support from senior levels of government for the financial impact of the COVID-19 pandemic; and
3. That the Regional Clerk **BE DIRECTED** to forward this report to local Members of Parliament (MPs), local Members of Provincial Parliament (MPPs), the Federation of Canadian Municipalities and the Association of Municipalities Ontario.

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

3. That the Regional Clerk **BE DIRECTED** to forward this report to local Members of Parliament (MPs), local Members of Provincial Parliament (MPPs), the Federation of Canadian Municipalities and the Association of Municipalities Ontario ***and the Local Area Municipalities.***

The Regional Chair called the vote on the motion, as amended, and declared it,

Carried

9.1.2 CSD 31-2020

Concessions to Local Area Municipalities regarding Taxes and Water Wastewater Billings

Moved by Councillor Foster
Seconded by Councillor Whalen

That Report CSD 31-2020, dated April 23, 2020, respecting Concessions to Local Area Municipalities regarding Taxes and Water Wastewater Billings, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the May 13, 2020 Region general and special purposes levy amounts **BE REMITTED** by the Local Area Municipalities to the Niagara Region based on actual amounts collected by the Local Area Municipalities and that interest charges on these levy amounts **BE WAIVED** until June 30, 2020;
2. That the August 5, 2020 and October 14, 2020 instalments for Region general and special purposes levy **BE REMITTED** by the Local Area Municipalities to the Niagara Region based on actual amounts collected by the Local Area Municipalities and that interest charges on these levy amounts **BE WAIVED** for a period of 30 days;
3. That the April through November water and wastewater amounts billed monthly on the 15th of the month and due at the end of the month **BE REMITTED** to the Niagara Region based on actual amounts collected by the Local Area Municipalities;
4. That the difference in the amount billed by the Region and collected by the Local Area Municipalities for the water and wastewater requisitions **BE PAYABLE** before December 31, 2020;
5. That interest charges on the outstanding amount from the Local Area Municipalities for the water and wastewater requisition payments **BE WAIVED** for the year 2020;
6. That By-law 2019-94, By-law 2019-95 and By-law 2020-04 **BE AMENDED** to adjust interest charge provisions in consideration of the COVID-19 pandemic;
7. That any amounts due from the Niagara Region to the Local Area Municipalities **BE DEFERRED** until such time as the amount due to the Local Area Municipality exceed the amount receivable from that municipality; and

8. That any interest and penalty charged by the Local Area Municipalities to the Niagara Region **BE WAIVED** for the year 2020.

Moved by Councillor Campion
Seconded by Councillor Ugulini

That the motion **BE AMENDED** by adding Clause 9 as follows:

9. That the Region **DEFER** the 2020 wholesale water and wastewater increase to October 1, 2020.

Moved by Councillor Rigby
Seconded by Councillor Foster

That the motion respecting the deferral of the 2020 wholesale water and wastewater increase to October 1, 2020 **BE REFERRED** to the Public Works Committee meeting being held on May 12, 2020 to allow staff to provide additional information.

Recorded Vote:

Yes (17): Bylsma, Darte, Disero, Easton, Edgar, Fertich, Foster, Gale, Gibson, Greenwood, Heit, Huson, Insinna, Jordan, Rigby, Witteveen, Zalepa.

No (11): Butters, Campion, Chiocchio, Diodati, Ip, Junkin, Redekop, Sendzik, Steele, Ugulini, Villella.

Carried

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

~~8. That any interest and penalty charged by the Local Area Municipalities to the Niagara Region **BE WAIVED** for the year 2020.~~

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

That Report CSD 31-2020, dated April 23, 2020, respecting Concessions to Local Area Municipalities regarding Taxes and Water Wastewater Billings, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the May 13, 2020 Region general and special purposes levy amounts **BE REMITTED** by the Local Area Municipalities to the Niagara Region based on actual amounts collected by the Local Area Municipalities and that interest charges on these levy amounts **BE WAIVED** until June 30, 2020;
2. That the August 5, 2020 and October 14, 2020 instalments for Region general and special purposes levy **BE REMITTED** by the Local Area Municipalities to the Niagara Region based on actual amounts collected by the Local Area Municipalities and that interest charges on these levy amounts **BE WAIVED** for a period of 30 days;
3. That the April through November water and wastewater amounts billed monthly on the 15th of the month and due at the end of the month **BE REMITTED** to the Niagara Region based on actual amounts collected by the Local Area Municipalities;
4. That the difference in the amount billed by the Region and collected by the Local Area Municipalities for the water and wastewater requisitions **BE PAYABLE** before December 31, 2020;
5. That interest charges on the outstanding amount from the Local Area Municipalities for the water and wastewater requisition payments **BE WAIVED** for the year 2020;
6. That By-law 2019-94, By-law 2019-95 and By-law 2020-04 **BE AMENDED** to adjust interest charge provisions in consideration of the COVID-19 pandemic; and
7. That any amounts due from the Niagara Region to the Local Area Municipalities **BE DEFERRED** until such time as the amount due to the Local Area Municipality exceed the amount receivable from that municipality.

Carried

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

The Chair acknowledged the passing of Pelham Town Councillor Mike Cioffi and provided a brief update on the efforts of Niagara Region with respect to the COVID-19 pandemic.

5.1 **CHR 2-2020**

COVID-19 Government Relations Strategy

Moved by Councillor Greenwood

Seconded by Councillor Disero

That Memorandum CHR 2-2020 from Daryl Barnhart Executive Officer to the Regional Chair, dated April 23, 2020, respecting COVID-19 Government Relations Strategy, **BE RECEIVED** for information.

Moved by Councillor Greenwood

Seconded by Councillor Darte

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

1. That Memorandum CHR 2-2020 from Daryl Barnhart Executive Officer to the Regional Chair, dated April 23, 2020, respecting COVID-19 Government Relations Strategy, **BE RECEIVED**;
2. ***That the Regional Clerk BE DIRECTED to forward a copy of the Regional Chair memo CHR 2-2020, and staff reports CSD 30-2020 and CSD 31-2020 to the Councils of the 12 local area municipalities;***
3. ***That the Regional Chair BE DIRECTED to engage and actively collaborate with the Councils of the 12 local area municipalities to ensure the exchange of critical information in the development of short, medium, and long-term impacts of COVID-19;***
4. ***That the Regional Chair BE DIRECTED to work with the 12 local area municipalities to coordinate the response and required advocacy strategies to the federal and provincial governments for financial relief related to COVID-19; and***
5. ***That the Regional Chair REQUEST that the 12 local area municipalities formally endorse motions that support the collaboration between all of Niagara's communities and the Niagara Region.***

Carried

Moved by Councillor Zalepa
Seconded by Councillor Witteveen

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

6. That Niagara Region **BE DIRECTED** to coordinate amongst Niagara municipalities and other stakeholders with higher levels of government with respect to how we fund operational and infrastructure expenses.

Moved by Councillor Campion
Seconded by Councillor Rigby

That the motion respecting the funding of operational and infrastructure expenses **BE REFERRED** to the Corporate Services Committee meeting being held on Wednesday, May 13, 2020.

Carried

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

1. That Memorandum CHR 2-2020 from Daryl Barnhart Executive Officer to the Regional Chair, dated April 23, 2020, respecting COVID-19 Government Relations Strategy, **BE RECEIVED**;
2. That the Regional Clerk **BE DIRECTED** to forward a copy of the Regional Chair memo CHR 2-2020, and staff reports CSD 30-2020 and CSD 31-2020 to the Councils of the 12 local area municipalities;
3. That the Regional Chair **BE DIRECTED** to engage and actively collaborate with the Councils of the 12 local area municipalities to ensure the exchange of critical information in the development of short, medium, and long-term impacts of COVID-19;
4. That the Regional Chair **BE DIRECTED** to work with the 12 local area municipalities to coordinate the response and required advocacy strategies to the federal and provincial governments for financial relief related to COVID-19; and
5. That the Regional Chair **REQUEST** that the 12 local area municipalities formally endorse motions that support the collaboration between all of Niagara's communities and the Niagara Region.

Carried

6. **DELEGATIONS**

There were no delegations.

7. **ADOPTION OF MINUTES**

7.1 **Council Minutes CL 5-2020**

Thursday, March 26, 2020

Moved by Councillor Steele
Seconded by Councillor Heit

That Minutes CL 5-2020 being the Open Session minutes of the Regional Council meeting held on Thursday, March 26, 2020, **BE ADOPTED.**

Carried

8. **CORRESPONDENCE**

8.1 **Receive and/or Refer**

Moved by Councillor Redekop
Seconded by Councillor Insinna

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

CL-C 15-2020 respecting COVID-19 Data **BE RECEIVED;**

CL-C 16-2020 respecting COVID-19 Data **BE RECEIVED;** and

CL-C 17-2020 respecting Removal of All-Way Stop Control, Intersection of Regional Road 89 (Glendale Avenue) at Bessey Street, City of St. Catharines, **BE RECEIVED.**

8.1.1 CL-C 15-2020

Correspondence Item CL-C 15-2020 was considered separately as follows:

That Correspondence Item CL-C 15-2020, being a letter from W. Redekop, Mayor, Town of Fort Erie, to Dr. Hirji, Acting Medical Officer of Health, dated April 17, 2020, respecting COVID-19 Data, **BE RECEIVED.**

Moved by Councillor Insinna
Seconded by Councillor Fertich

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

That Correspondence Item CL-C 15-2020, being a letter from W. Redekop, Mayor, Town of Fort Erie, to Dr. Hirji, Acting Medical Officer of Health, dated April 17, 2020, respecting COVID-19 Data, **BE RECEIVED; and**

That Council CONFIRMS its support of the letter from the Mayor of the Town of Fort Erie to the Medical Officer of Health and Acting Commissioner of Health, dated April 17, 2020, urging more information be provided to the residents of the Niagara Region regarding COVID-19.

Carried

The Regional Chair called the vote on the motion, as amended, and declared it,

Carried

The Regional Chair called the vote on the balance of correspondence items and declared it,

Carried

8.2 For Consideration

There were no items for consideration.

9. **COMMITTEE REPORTS**

9.1 For Consideration

9.1.3 CSD 23-2020

Moved by Councillor Gibson
Seconded by Councillor Insinna

That Report CSD 23-2020, dated April 23, 2020, respecting 2020 Property Tax Policy, Ratios and Rates, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Council **APPROVE** the following tax ratios and sub-class reductions for the 2020 taxation year:

| | | |
|---------------------------------|-------------|-----|
| Residential | 1.000000 | |
| New Multi-Residential | 1.000000 | |
| Multi-Residential | 1.970000 | |
| Commercial | 1.734900 | |
| Commercial – Excess Land | 1.734900 | 30% |
| Commercial – Vacant Land | 1.734900 | 30% |
| Industrial | 2.630000 | |
| Industrial – Excess Land | 2.630000 | 30% |
| Industrial – Vacant Land | 2.630000 | 30% |
| Pipeline | 1.702100 | |
| Farmland | 0.250000 | |
| Managed Forest | 0.250000 | |
| Farmland Awaiting Development 1 | 1.000000 | 25% |
| Farmland Awaiting Development 2 | Class Ratio | |
| Landfill Sites | 2.940261 | |

2. That by having no properties subject to capping adjustments in 2019 in the commercial class, Regional Council **OPT OUT** of the capping program for the commercial tax class for the 2020 and subsequent taxation years;
3. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration and **CIRCULATED** to the Councils of the Area Municipalities for information; and
4. That Report CSD 23-2020 **BE APPROVED** and **CIRCULATED** to the Councils of the Area Municipalities for information.

Carried

9.2 For Information

Moved by Councillor Sendzik
Seconded by Councillor Steele

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

CSD 8-2020 respecting Optional Tax on Vacant Residential Units **BE RECEIVED** and **BE CIRCULATED** to the Local Area Municipalities;

CSD 9-2020 respecting Impact of Reduced Industrial Tax Ratio and Subclass Discounts, **BE RECEIVED**;

PDS 13-2020 respecting 2019 Reserve Water and Wastewater Treatment Capacities **BE RECEIVED** and **BE CIRCULATED** to the Ministry of the Environment, Conservation and Parks, and the Niagara Area Municipalities; and

PDS 19-2020 respecting 2019 End of Year Growth Report **BE RECEIVED** and **BE CIRCULATED** to the Local Area Municipalities, the Niagara Conservation Authority, Niagara Home Builders Association, Niagara Industrial Association, and the local Chambers of Commerce and School Boards.

Carried

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

10.1 CAO 10-2020

COVID-19 Response and Departmental Update

Dr. M. M. Hirji, Acting Medical Officer of Health/Commissioner, Public Health, provided information respecting COVID-19 Response and Departmental Updates. Topics of the presentation included:

- Strategy
- Local Public Health Roles
- Outbreaks in Long-Term Care and Retirement Homes
- Testing

Moved by Councillor Gale
Seconded by Councillor Nicholson

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

Carried

Council members continued discussion on the presentation respecting COVID-19 Response and Departmental Update.

Moved by Councillor Heit
Seconded by Councillor Diodati

That the rules of procedure **BE SUSPENDED** to permit Council to extend this meeting's curfew until business is completed.

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

Carried

Moved by Councillor Ugolini
Seconded by Councillor Greenwood

That Report CAO 10-2020, dated April 23, 2020, respecting COVID-19 Response and Departmental Updates, and the Departmental Business Continuity updates included as appendices 1 through 7 of Report CAO 10-2020, **BE RECEIVED** for information.

Carried

11. **MOTIONS**

11.1 Reconsideration of 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 Ip

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 its decision to remove All-Way Stop Control at the Intersection of Regional Road 89 (Glendale Avenue) at Bessey Street, City of St. Catharines.

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

Carried

Moved by Councillor Edgar
Seconded by Councillor Ip

That the Removal of All-Way Stop Control, Intersection of Regional Road 89 (Glendale Aveune) at Bessey Street, City of St. Catharines, **BE RECONSIDERED** at this time.

Recorded Vote:

Yes (8): Butters, Darte, Edgar, Gale, Gibson, Greenwood, Ip, Jordan.

No (20): Bylsma, Campion, Chiocchio, Diodati, Disero, Easton, Foster, Heit, Huson, Insinna, Junkin, Nicholson, Redekop, Rigby, Sendzik, Ugulini, Villella, Whalen, Witteveen, Zalepa.

Defeated

12. NOTICES OF MOTION

There were no notices of motion.

13. OTHER BUSINESS

There were no items of other business.

14. CLOSED SESSION

Council did not resolve into closed session.

15. BUSINESS ARISING FROM CLOSED SESSION

15.1 Confidential CSD 19-2020

A Matter Respecting A Proposed Acquisition of Land by the Municipality - Smithville West Roundabout

Moved by Councillor Witteveen
Seconded by Councillor Easton

That Confidential Report CSD 19-2020, dated April 23, 2020, respecting A Matter respecting A Proposed Acquisition of Land by the Municipality – Smithville West Roundabout, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

15.2 Confidential HR 4-2020

A Matter of Labour Relations – CUPE 1263 Interest Arbitration Award

This item was not dealt with and it will be brought forward to a future meeting of Regional Council.

16. **BY-LAWS**

Moved by Councillor Edgar
Seconded by Councillor Heit

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

Bill 2020-18

A by-law to set tax ratios and tax rate reductions for prescribed property subclasses for Regional purposes and area.

Bill 2020-19

A by-law to set and levy the rate of taxation for Regional general and special purposes for the year 2020.

Bill 2020-20

A by-law to adopt optional tools for the purposes of administering limits for the commercial, industrial and multi-residential property classes for the year 2020.

Bill 2020-21

A by-law to amend By-law No. 2019-94, being a by-law to adopt the 2020 water budget and to set the requisitions to be charged for water supplied to lower-tier municipalities for the period January 1, 2020 to December 31, 2020.

Bill 2020-22

A by-law to amend By-law No. 2019-95, being a by-law to adopt the 2020 wastewater budget and to set the requisitions to be charged for wastewater received from the lower-tier municipalities for the period January 1, 2020 to December 31, 2020.

Bill 2020-23

A by-law to adopt, ratify and confirm the actions of Regional Council at its meeting held on April 23, 2020.

Bill 2020-24

A by-law to amend By-law No. 2020-04, being a by-law to authorize a 2020 interim and waste management special upper-tier levy for The Regional Municipality of Niagara.

Carried

17. ADJOURNMENT

There being no further business, the meeting adjourned at 11:23 p.m.

Jim Bradley
Regional Chair

Matthew Trennum
Deputy Regional Clerk

Ann-Marie Norio
Regional Clerk

Memorandum

CL-C 20-2020

Subject: Response to Further Questions Regarding Universal Testing Proposal

Date: May 20, 2020

To: Board of Health (Regional Council)

From: M. Mustafa Hirji, Medical Officer of Health & Commissioner (Acting)

Subsequent to the presentation entitled “The Need for COVID-19 Testing in Niagara” at the May 12, 2020 Public Health & Social Services Committee, there have been several questions from Councillors seeking additional details and context. To provide consistent information to all Councillors in case of further debate around this item, I have been requested to prepare this memo summarizing those details and context.

The presentation dealt with three interrelated issues:

1. Establishment of a screening laboratory in Niagara
2. Pursuit of a universal screening strategy of testing every Niagara resident every 100 days
3. Undertaking “tracking” of positive results, which I understand to mean case and contact management, including contact tracing

I will address the questions and context around each of these in turn.

1. Establishing a Screening Laboratory in Niagara

Several questions have concerned the **mechanics of testing**, and **how testing is organized** in Niagara and Ontario.

How Testing is Organized in Ontario

Consistent with our federal system of government, public health responsibilities are held by federal, provincial and local public health authorities. With respect to COVID-19 testing, responsibilities break down as follows:

| | |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Federal | <ul style="list-style-type: none">• Licensing of tests permitted for use in Canada• National reference laboratory<ul style="list-style-type: none">○ Calibrates testing across the country |
| Provincial | <ul style="list-style-type: none">• Licensing of laboratories to perform testing• Provincial reference laboratory<ul style="list-style-type: none">○ Assessment of federally licensed tests for use in licensed provincial laboratories• Organization of a laboratory network to perform public health testing• Setting of provincial testing guidelines |
| Local | <ul style="list-style-type: none">• Working with local health care partners to implement testing guidelines |

As can be seen, most responsibility for testing is a provincial responsibility, and local public health has no role in establishment, operation, nor approval of laboratories for COVID-19 testing.

How Testing is Administered

Individual health care practitioners can order testing for COVID-19. Most testing, however, is done within provincially-funded but locally-run assessment centres. This is because of the difficulty of acquiring collection materials and personal protective equipment to do testing. Whichever health care provider is ordering testing will collect a sample and submit it to their local laboratory.

Local laboratories will forward testing to the provincial COVID-19 testing network, if not already part of that network. Upon intake of samples, the provincial agency, Ontario Health, centrally routes testing to where there is capacity to ensure the fastest possible turn-around time for a result. Tests being done for an outbreak or for hospitalized patients are prioritized. Overall, 60% of tests are targeted for completion within 24 hours and 80% within 48 hours.

Positive results must be reported to the local public health agency of the patient for case and contact management. Negative results can be accessed by patients online or through their health care provider.

Accreditation & Licensing

A couple of questions posed pertain to the **process for accreditation and licensing** of a laboratory. As local public health has no involvement in accreditation or licensing, we do not have knowledge of the details of this process. Accreditation is done by the Ontario Medical Association Quality Management Program—Laboratory Services, and assesses the quality and competence of a laboratory. We believe accreditation is one of the minimum qualifications to apply for licensure. Licensing for COVID-19 testing likely also requires using an approved test and demonstrating sufficient reliability and accuracy of testing on a proficiency panel. The Ministry of Health's Laboratories & Genetics branch handles licensing for COVID-19 testing, on recommendation of the Office of Chief Medical Officer of Health. Those offices would need to be contacted to understand the process further.

As we have no experience with laboratory licensing nor accreditation, we again cannot comment in detail on timelines needed. We assume it would take several months given accreditation timelines elsewhere in the health sector. Licensing has taken 1-2 months for most established laboratories in the COVID-19 testing network.

We similarly can't answer question about staffing needed in detail. A laboratory doing virology would typically require some physicians with speciality training in medical microbiology, as well as lab managers, lab technicians, customer service personnel, and data management staff. As we have no experience operating or establishing a laboratory, we can't comment on numbers that might be needed.

Competing Proposals

As to whether Public Health is aware of **other proposals to develop a laboratory**, Public Health has heard from three other parties interested in engaging in laboratory testing for COVID-19. Public Health has no role in laboratory testing, therefore we have provided contacts at the provincial level for follow-up around their proposal.

It should be noted that given Regional bylaws and policies around neutrality with respect to supporting external businesses, Public Health would never support a private sector proposal absent an open competition, an objective evaluation of competition proposals, and a neutral party's blinded selection of a preferred proposal.

2. Pursuit of a universal screening strategy

Appropriateness of the South Korea Comparison

Since the proposal highlights South Korea as the model for the testing strategy proposed, it has been asked how appropriate that comparison may be.

South Korea has undoubtedly had significant success in containing their COVID-19 outbreak, and we at Public Health do believe we should be studying them carefully to learn lessons from their success, noting that Niagara has different culture and geography, as well as a different experience with COVID-19, so not all lessons may apply here.

As the proposal points to South Korea's testing strategy, it is instructive to look at it.

The [South Korea \(Republic of Korea\) Centre for Disease Control](#) explains their testing eligibility as follows:

- In accordance with the case definitions provided for in these guidelines, patients classified as suspected cases and Patients Under Investigation (PUI) may get tested.
- There is no need to get tested out of simple anxiety. We ask that you trust the expert advice of your physicians.

| | |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Suspected Cases | A person who develops a fever or respiratory symptoms (coughing, difficulty breathing, etc.) within 14 days of coming into contact with a confirmed patient |
| Patients Under Investigation | ① A person who is suspected of having the COVID-19 virus as per doctor's diagnosis of pneumonia of unknown causes. |
| | ② A person who develops a fever (37.5°C and above) or respiratory symptoms (coughing, difficulty breathing, etc.) within 14 days of travelling overseas |

| | |
|-------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Suspected Cases | A person who develops a fever or respiratory symptoms (coughing, difficulty breathing, etc.) within 14 days of coming into contact with a confirmed patient |
| | ③ A person with an epidemiologic link to a collective outbreak of COVID-19 in Korea and develops a fever (37.5°C and above) or respiratory symptoms (coughing, difficulty breathing, etc.) within 14 days. |
| Source: Response Guidelines for Coronavirus-19 (edition 7-4), Central Disease Control Headquarters, as of April 3, 2020 | |

As can be seen, South Korea's testing eligibility is significantly more restrictive than our testing eligibility in Niagara, where anyone with a single mild symptom that is plausibly due to COVID-19 should be tested.

If we look at the correlation of cases of COVID-19 per capita against testing per capita (figure 1, next page), we see that more testing does not correlate to fewer cases. In fact, less testing correlates to fewer cases. This implies that case volume drive a need to do more testing (as more people get ill and need to be tested) rather than testing driving some way of stopping cases.

It is a mistake to attribute the success of South Korea in managing COVID-19 to testing. That narrative reflects a US-centric perspective where the US failed to roll-out adequate testing, and continues to struggle to test all persons who are ill and need testing.

The true lesson of South Korea is that the challenge posed by COVID-19 is complex, and there is no simple single solution like universal testing that will lead to it being contained. South Korea's success has had to do with early action on a large suite of measures: restrictions on border crossings, strong voluntary physical distancing, preventing anyone with mild illness from working, well-resourcing the public health system, a coordinated hospital sector, intense government surveillance of people's movement, universal masking in public, early roll-out of testing, strong capacity for case management and contact tracing, and heavy fines for those who violate public health advice. It is an intense area of study currently to understand which of these measures had the most impact in South Korea so that they can be adopted in Canada as well.

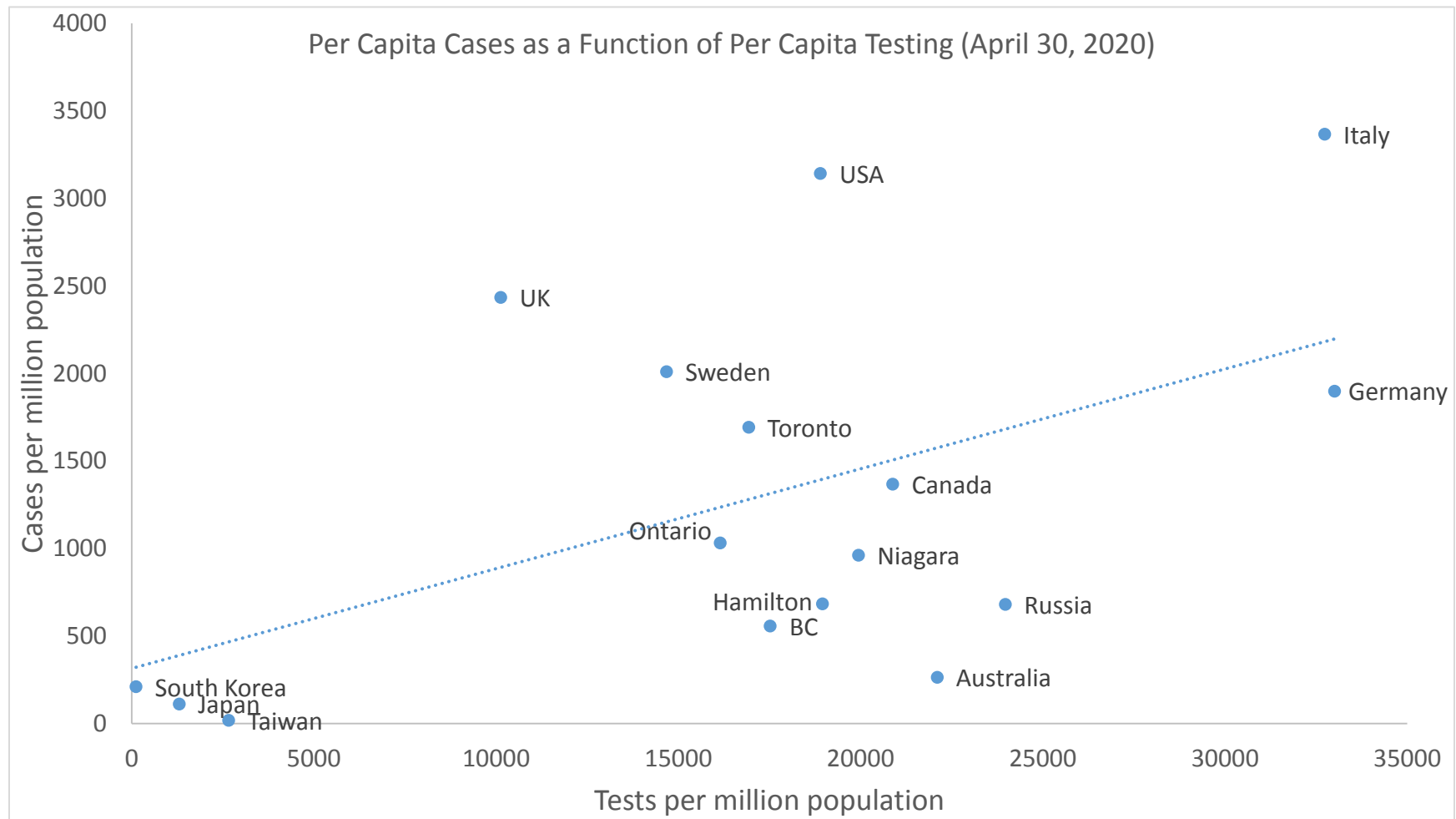


Figure 1. Per capita cases as a function of per capita tests on April 30, 2020. This graph shows that better outbreak control (fewer cases) correlates with less testing, not more testing. Niagara's position to the right of the trendline means Niagara is testing on average disproportionately more than its case count would expect. Sources: [Ontario Ministry of Health](#), [OurWorldinData.org](#), [ICES, COVID-19 Laboratory Testing in Ontario](#)

What is an Adequate Level of Testing?

As figure 1 illustrates, there is likely not a certain level of testing per capita that should be the threshold, but that it is highly dependant on the local context of the outbreak. With more circulation of infection and more cases, there needs to be more testing per capita.

Likely the best marker of whether testing is adequate is not going to be a single statistic. Rather it will be whether health care providers and public health organizations are able to test everyone they consider to need testing.

Since late March, health care providers and Public Health have experienced no barriers in sending people for testing. Since early April, Public Health has been recommending that anyone with any mild symptoms should get tested, and there have been no challenges in getting all those people tested. In particular, Niagara's assessment centres are currently operating at a fraction of their capacity with ability to perform much more testing. Currently the limiting factor to testing is the number of people reporting symptoms and needing testing. This implies there is currently adequate testing.

Public Health's Perspective on Universal Testing

The consensus of public health officials around the world is that universal testing, while perhaps superficially attractive, is an ineffective and likely harmful public health strategy. There are a few reasons for this:

1. **False positives.** Medical testing has some uncertainty and there are no perfect tests. When one has suspicion of illness (e.g. because of symptoms) one can be reasonably confident that a patient who tests positive has illness. When testing large numbers of people with no suspicions of illness (i.e. low probability), one can expect false positives. For example, a test that is 99.5% accurate would generate 25 false positives a day in Niagara. This would distort local understanding of COVID-19 in the community, distract contact tracing efforts, and force 25 people and their many contacts to suffer through being isolated and living with the anxiety that they may have COVID-19.

False positives are not a theoretical risk. The mass surveillance testing of long term care homes recently completed in Ontario [yielded 10 false positive cases in Hamilton](#) that needed to be publicly retracted after further investigation. Investigations are currently underway in Niagara around several possible false positive results from this mass testing as well.

2. **Point in Time Measure.** A test is a point in time measure. Someone can have a test done one day and test negative, and become ill a day later. Indeed, we have seen examples of people who are sampled for testing and are asymptomatic, and before that test result even comes back (and comes back as negative) they develop symptoms. When re-tested, they are now positive. Testing every 100 days, as proposed, will leave 100 days in between when people may become ill—approximately 15 generations of illness can occur in that time.
For a better known example, [The White House now has 3 confirmed cases of COVID-19](#) despite all employees being tested regularly.
3. **Burden on Health Care Capacity.** Test samples must be collected by a health care provider, after a health assessment by the provider that it is safe to test a person. Results must also be communicated by health care providers. Having front-line health care providers do universal testing will pull them away from providing front line care in our hospitals and long term care homes which are under stress.
4. **Supply Shortages.** During the three weeks in March when Ontario struggled to do testing, it was because of global shortages of materials for testing, given that the entire world is competing for those same materials. Fortunately, Ontario now has sufficient materials to conduct needed testing. However, if such materials are expended on universal testing, Ontario and Niagara might soon experience shortages again. That would put us in a situation similar to the US where minimal needed testing can no longer be done.
5. **False Sense of Security.** Some evidence shows that persons who are tested when asymptomatic generate a false sense of security, and are at higher risk of illness thereafter. We've recently seen the [US Vice-President not wear a mask while touring a hospital](#), justifying it because he has tested negative.
In Niagara, about a dozen persons have been tested when asymptomatic, and then later developed infection. On average, they became infected 6.5 days later. That implies a false sense of security and heightened risk-taking immediately after testing negative.

Frequency of Universal Testing

Regarding questions around doing tests every 100 days, as noted above, likely much infection will be missed between tests.

Some research has been done on the frequency of testing needed for a universal testing strategy to be viable to control COVID-19, in particular by a Canadian research

group¹. They concluded that testing of the entire population would need to occur every 36 to 48 hours. If testing of the entire population occurred less frequently than every 48 hours, we would experience a large, out-of-control outbreak that overwhelms the health care system, unless other aggressive measures including physical distancing and limiting economic and social life are instituted.

Logistics of Testing All of Niagara in 100 Days

Questions have pertained to how realistic or possible it is to do such widespread testing. Unfortunately, it is difficult to comment without a detailed proposal.

The proposal and discussion at PHSSC outlines testing 5,000 per day at 50 sites which would require 100 test per site, or a test every 5–7.5 minutes. It should be remembered that likely not all persons can be tested this quickly. While physical well clients can be tested in that timeline (e.g. current drive through testing options in Niagara), those with more complex medical situations require a longer appointment. As well, testing is not just a matter of collecting a sample, but also putting on appropriate protective equipment, doing a health and risk assessment, completing a laboratory requisition, compiling everything into a biohazards safe package for distribution to the lab, carefully removing and disposing of protective equipment that may not be contaminated, and disinfecting the space before the next patient (not needed for drive-through options). Likely multiple providers would be needed per site to facilitate that rate of testing. However, that rate is certainly possible if enough health care providers and enough suitable locations could be found.

3. Undertaking Case & Contact Management

How Contact Tracing Works

Contact tracing is a part of contact management, specifically the part of identifying and finding contacts. Fulsome contact management also involves a risk assessment of the contacts, providing health protection advice based on that risk-assessment, supporting contacts in following public health advice (e.g. if someone must isolate, enabling them to get groceries and necessary means of living; potentially helping them find a safe way to isolate from family members), and providing general health advice around the illness of relevance.

¹ L. Humphrey, E.W. Thommes, R. Fields, N. Hakim, A. Chit, M.G. Cojocarua. "A path out of COVID-19 quarantine: an analysis of policy scenarios". Pre-print. as granted medRxiv a license to display the preprint in perpetuity. medRxiv preprint doi: <https://doi.org/10.1101/2020.04.23.20077503>. April 29, 2020.

Contact tracing is closely tied to case management in that when interviewing a new case as part of case management, after determining what the infectious period was based on the clinical course of illness, a detailed review is undertaken to understand whereabouts and contacts during that infectious period. Professionals doing contact management must use many interview techniques to help jog memories and ensure completeness of information collected. As well, sharing all the details and intimate contacts during a period of time to an unknown person over the phone requires building a high level of trust and ensuring a person believes their privacy will be absolutely protected.

Once contacts are identified, a preliminary risk assessment is completed, and then the contact is reached. Through interview with the contact and understanding the interaction between them and the case or the potentially contaminated environment, the risk assessment is updated, and advice provided accordingly. For those at relatively higher risk, Public Health follows the client daily to ensure the person does not become ill, and to provide ongoing support during a time when people may feel great anxiety about the risk of illness and/or struggle through some hardships, for example, if they are isolated.

Which Professionals do Contact Tracing

Contact tracing is a competency of Public Health Nurses, Public Health Inspectors, and occasionally epidemiologists, though the latter cannot usually do the broader linked activities of case management and contact management. Qualifications for these roles are outlined in *Revised Regulations of Ontario 1990, Reg. 566: Qualifications of Boards of Health Staff* and Ministry of Health protocol *Qualifications for Public Health Professionals Protocol, 2018*. Qualifications exceed those of a registered nurse or inspectors in other fields.

Obviously, given the surge of public health activity with respect to COVID-19, virtually all Public Health Nurses and Public Health Inspectors have been employed. Registered nurses who are eligible to become Public Health Nurses are also in high demand given interest by public health, hospitals, long term care, and other health care institutions.

Respectfully submitted and signed by

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

Memorandum

CL-C 21-2020

Subject: Business Continuity Planning and Staff Redeployment Update #2
Date: May 21, 2020
To: Regional Council
From: Franco Meffe, Director, Human Resources

Regional Council continues to receive weekly Regional Emergency Operations Centre (REOC) updates that contain information on changes resulting from managing the pandemic; such as the Region's service delivery and costs associated to the Region's COVID-19 measures. Additionally, you are receiving Report CSD 35-2020 COVID-19 Financial Impacts Update dated May 21, 2020, which provides an update to CSD 30-2020 received on April 23, 2020 on the potential financial impacts of the COVID-19 pandemic in the Niagara Region, including labour related costs.

Regional Council also previously received Report CAO 10-2020 COVID-19 Response and Departmental Updates on April 23, 2020 that provided updates on Departmental Business Continuity, including the Memorandum titled Business Continuity Planning and Staff Redeployment Update from Human Resources (Appendix 7 to that Report) attached herein as Appendix 1. The purpose of this Memorandum is to provide Regional Council with a further update on Business Continuity Planning and Staff Redeployment.

Business Continuity Plans (BCPs) continue to be reviewed on a regular basis and are being formally updated on a weekly basis. BCPs help to ensure that the Region is able to continue providing essential and key services, and maintain critical activities during an emergency. All Regional Departments continue to use their respective BCPs to identify essential and key services delivery, what services must be maintained, and what staffing levels are required to support these services.

The Region, through their respective BCPs, continues to take into account the shifting landscape with increased demand for staff resources in various areas of our operations. This is due to increased COVID-19 absenteeism as a direct result of illness, or self-isolation due to things like travel, illness, or contact with another ill individual. Additionally, the Region has had to manage additional absenteeism due to leaves of absence for staff child or eldercare responsibilities, and restrictions in Long Term Care (LTC) permitting work with only one employer, details of which are shared further below.

Each Department has developed a BCP by Division for all essential and key services within their Department. It is important to note that BCPs also include an assessment of the potential increase in demand for any activity of work during an outbreak or pandemic that takes into account will demand for this critical function/service increase with less staff to deliver it.

Redeployment of staff has continued within Departments where staff have moved within their normal Division of work and those staff who have crossed Divisions. In addition, staff redeployment is increasing cross-departmentally to areas that have been identified as requiring a greater need of staff resources, some more notable examples include: Seniors Services LTC Homes, Public Health, and Homelessness. Staff continue to be redeployed to services deemed as Priority 1- Essential as outlined in respective BCPs, including in accordance with applicable collective agreement and/or terms and conditions of employment provisions. The Region has continued to have excellent collaboration between unions as witnessed by the cross functional placement between union roles across the organization.

In addition to Human Resources staff conducting at a minimum weekly workforce planning with each Department, People Leaders are able to submit requests for additional redeployable staff that is reviewed against the Priority level in the BCP. The requests for additional staffing needs has notably increased in Seniors Services within our LTC Homes. The primary areas of need have been for Screeners to perform active screening of staff and visitors and additional resources in Dietary, Housekeeping and Laundry services within our Homes for the Aged. These requests continue to be coordinated through a Redeployment Advisor who prioritizes requests for additional people resources based on where the need is greatest, compared to the qualified resources available.

There have been a number of staff redeployments to date; the following Table 1 provides a summary of staff redeployment information as at May 15, 2020:

Table 1 – Staff Redeployment Activity

| | |
|----------------------------------------------------|---------------|
| Number of Staff Identified as Redeployable* | 449.83 |
| % of NR Staff Available for Redeployment | 13.76% |

** Data includes staff already redeployed, staff who have redeployment restrictions, and staff supporting EOCs.*

| | |
|---------------------------------------|---------------|
| Number of Staff Redeployed | 270.87 |
| % of Staff Redeployed to Date: | 8.29% |

| | |
|--------------------------------------|-----------|
| Staff Supporting Regional EOC | 26 |
| Staff Supporting PH EOC | 25 |
| Staff Supporting EMS EOC | 15 |
| Total: | 66 |

Notes:

1. Active staff count totals 3269 for this period, excludes staff on leave of absence.
2. Staff Supporting EOCs includes Full-time and Part-time support.

The Region continues to focus on redeployment to assist in the areas of our business where a greater need currently exists, namely Seniors LTC Homes for the Aged. The Region continues to take all reasonable precautions to protect the health and safety of our employees, including managing any anxiety staff may have with redeployment to work areas they are not necessarily familiar with.

Employees who have been identified as redeployable, who are not matched to a suitable redeployment opportunity, whether it is due to a lack of skill sets, qualifications, or certifications required, and/or the availability of a redeployable assignment, may be approved for a leave of absence or will be issued a layoff notice. Should this occur, these employees are issued a Record of Employment to enable them to access options for income benefits from the federal government.

We also continue to take steps concerning recruitment of new staff. The following Table 2 shows new employee recruitment starts that we have experienced in the past, along with what is anticipated to be new employees starting during the period of this pandemic in 2020:

Table 2: Recruitment Activity

| Year (March to June) | 2018 | 2019 | 2020 |
|---------------------------------|-------------|-------------|-------------|
| Total Number of Recruits | 323 | 347 | 152 |

Note:

1. For 2020, we have 209 open positions that have not been filled as at this time; 190 (91%) of are front line workers both permanent and temporary in the areas of LTC Support Workers and Nurses; Public Health Nurses, EMS, and Skilled workers i.e. W/WW.

2. *The activity does not include student hires.*
3. *There are currently 50+ positions that have not been filled; they are currently being gapped, remain vacant, and have been captured as mitigation towards cost savings.*

The effect of this pandemic on our service delivery and to staff is unprecedented. The Region's operations have changed considerably where the sole focus has been on dealing with the impacts of COVID-19, including being completely dedicated to dealing with this crisis. In addition to employee's being redeployed to other services, employee's work environments have been modified, including a number of employees continue to working remotely from home, or remain at home due to specific circumstances.

For the period of March 8 to May 2, 2020 inclusive, the following are major factors related to staff attendance that have had an impact on service delivery, particularly in the higher priority areas noted:

- We have had 266 employees who have required being in self-isolation whether due to travel, or being symptomatic, or contact tracing, etc...; of which approximately 52 employees were able to continue working from home.
- In addition, we currently have 450 employees that are on leave of absence (88% of these staff are in Community Services and Public Health/EMS); this represents approximately 12% of all Region employees.
- Lastly, there has been 1150 staff who have experienced sick time.

We continue to monitor what the duration of the COVID-19 response will be; we anticipate current conditions will continue to persist at least throughout the second quarter. Staff will continue monitoring BCPs, redeployment, and recruitment activity against staff resourcing requirements to continue essential and key service delivery. Accordingly, similar updates will continue to be provided as required.

Respectfully submitted and signed by

Franco Meffe
Director, Human Resources

Appendices

Appendix 1 Business Continuity Planning and Redeployment Update – CAO 10- 2020
Appendix 7

Memorandum

CAO 10-2020 Appendix 7

Subject: Business Continuity Planning and Staff Redeployment Update
Date: April 23, 2020
To: Regional Council
From: Franco Meffe, Director, Human Resources

Regional Council has begun to receive weekly Regional Emergency Operations Centre (REOC) updates that contain information on changes such as the Region's service delivery, and costs associated to the Region's COVID-19 measures. Additionally, you are receiving Report CSD 30-2020 COVID-19 Preliminary Overview of Financial Impacts dated April 23, 2020, which provides more detailed financial implications that have been established through internal cost tracking related to the emergency response, which includes all labour related costs.

The purpose of this memo is to provide Regional Council with an update on Business Continuity Planning, including staff redeployment, along with a summary of related activities to date, and a brief overview of impacts to staff attendance.

Business Continuity Plans (BCPs) are critical for ensuring that the Region can continue to function during an emergency. This includes emergencies triggered by hazards such as a pandemic, or things like fire and severe weather. No organization is immune to the impacts of an emergency; however, they are particularly important for government organizations like ours, which are considered to be forms of critical infrastructure under Ontario's Critical Infrastructure Assurance Program (OCIA). BCPs can help to ensure that the Region is able to continue providing essential and key services and maintain critical activities during an emergency.

Through the REOC, all Regional Departments prepared their BCPs identifying essential and key services delivery, what services must be maintained and what staffing levels are required to support these services. Essential Services are defined as a service, facility or activity of Niagara Region that is or will be, at any time, necessary for the safety, health or security of the public or a segment of the public, and/or Regional staff. These are the services that must be maintained during a serious disruption. Key Services are defined as a disruption or reduction in service does not affect health and safety of the public or Regional staff but it may result in the loss of expected functions/services, loss of revenue, legal exposure, or damage to the image of the organization.

It is important to note that the Region is required to account for human impacts that occur during a pandemic. The specific impacts on the Region will vary depending on the type of agent, transmission, vulnerable groups etc... However, in general the main risk to our organization is the threat of high levels of absenteeism (due to staff illness or caring for ill dependents or other family members) which can disrupt the provision of critical activities. It is also important to note that in some cases, individual risk perceptions may also result in some degree of absenteeism.

Other impacts may also include things such as supply chain disruptions. The degree of disruption and the types of goods and services disrupted will also depend on the specific situation and have been influenced by factors such as location of outbreaks, protective action measures etc. This pandemic, like prior similar incidents, have shown that particular supplies, such as medical supplies including masks, gloves, and disinfectant supplies may be more likely to experience shortages or disruptions.

The Region has continued to provide essential and key service delivery through their respective BCPs, including taking into account the shifting landscape over the past month with increased demand for staff resources in areas of our operations. This is due to increased COVID-19 absenteeism as a direct result of illness, or self-isolation due to things like travel, illness, or contact with another ill individual. Additionally, the Region has had to manage additional absenteeism due to leaves of absence for staff child or eldercare responsibilities, and restrictions in Long Term Care permitting work with only one employer.

The Region has shown leadership in preparing and delivering its respective BCPs by recognizing the need to prepare for the impacts of this pandemic. Departments have shown commitment and support of the development, implementation, and maintenance of the BCPs to enhance the Region's resilience to any service disruption. During this pandemic, the priority has been to maintain essential and key services. BCPs have identified the following:

- a. The number of staff currently assigned to deliver the essential and key services.
- b. The minimum number of staff assessed to be able to deliver the essential and key services.
- c. The number of staff likely to be available to deliver the essential and key services taking into account up to a 40% reduction in staff levels due to absenteeism (as recommended by Emergency Management best practices in an influenza pandemic).

Each Department has developed a BCP by Division for all essential and key services within their Department. It is important to note that BCPs also include an assessment of the potential increase in demand for any activity of work during an outbreak or pandemic that takes into account will demand for this critical function/service increase with less staff to deliver it.

The plans also include the order in which non-essential services, followed by key services activities will cease to be delivered if the situation warrants and how these same services will be restored as the situation improves. The development of BCPs has also identified those staff who are not directly associated with essential or key service delivery, as a result these staff are identified as eligible for redeployment to support other areas of operations with greater need for additional resources.

Redeployment of staff has already commenced within Departments where staff have moved within their normal Division of work and those staff who have crossed Divisions. In addition, staff redeployment is increasing cross-departmentally to areas that have been identified as requiring a greater need of staff resources, some examples include: EMS Logistics, Seniors Services Long Term Care Homes, Homelessness, and Facilities. Staff are being redeployed to services deemed as Priority 1- Essential as outlined in respective BCPs, including in accordance with collective agreement and/or terms and conditions of employment provisions. To date, the Region has had excellent collaboration between unions as witnessed by the cross functional placement between union roles across the organization.

To support the staffing of essential and critical services the Region, through collaboration between HR and IT staff, we have created an online COVID-19 Redeployment Tool. The purpose of this tool is to provide a platform for People Leaders to request additional people resources to be redeployed to them from other areas of the corporation, in order for them to maintain required staffing levels.

The primary focus for this Redeployment Tool is functions or activities deemed Priority Level 1 – “Essential” as per the REOC BCP Document. However, it is recognized that some Priority Level 2 “Critical” functions require support as well. In addition to HR staff conducting at a minimum weekly workforce planning with each Department, People Leaders are able to submit requests for additional redeployable staff that is reviewed against the Priority level in the BCP. These requests are actioned accordingly by a Redeployment Advisor who prioritizes requests for additional people resources based on where the need is greatest, compared to the qualified resources available.

Additional supports were also provided to all People Leaders and redeployable staff; these include a comprehensive user guide, procedures, outgoing and incoming manager checklists, training/orientation requirements, FAQ documents, and conversation planners to support both managers and staff with redeployment. There have been a number of staff redeployments to date; the following Table 1 provides a summary of staff redeployment information as at April 4, 2020:

Table 1 – Staff Redeployment Activity

| | |
|-----------------------------------------------|--------------|
| Staff Available for Redeployment: | 191.2 |
| % of Staff Available for Redeployment: | 6% |

| | |
|------------------------------|-------------|
| Staff Redeployed: | 83.5 |
| % of Staff Redeployed | 3% |

| | |
|---------------------------------|-----------|
| Staff Supporting REOC | 23 |
| Staff Supporting PH EOC | 27 |
| Staff Supporting EMS EOC | 16 |
| | 66 |

| | |
|-----------------------------------------------------|--------------|
| Total Staff Redeployed: (Including EOCs) | 149.5 |
| Total % of Staff Redeployed (Including EOCs) | 4% |

Notes:

- 1. Total Number of Redeployable Staff reflects data as at April 4, 2020*
- 2. Data is from PPO7 (March 8 to 21) and PP08 (March 22 to April 4)*
- 3. Active staff count totals 3327 for this period, it excludes employees on leave of absence*
- 4. Staff Supporting EOCs includes Full-time and Part-time support*

As of the date of this report, the Region is focusing on greater redeployment to assist in other areas of our business where a greater need currently exists, namely Seniors Long Term Care Homes, and Homelessness. The next phase of the Redeployment Tool is to collect additional information from redeployable employees on their skills, credentials and certifications. As of April 20, 2020, a survey is being sent to all staff who have been identified as redeployable; staff will be invited via email from HR to complete an online

survey to gather additional information about their skills, credentials and certifications that will be completed securely strictly for the purposes of redeployment.

It is understood staff may be redeployed where the employee has the required skills, abilities, certifications, etc. to do the work and can perform the work safely following orientation. In more urgent circumstances where there may be a critical shortage of staff with necessary skills, abilities, certifications, etc. to do the work, redeployed staff may be provided any necessary training, education, and orientation to do the work and perform the work safely. The Region will continue to take all reasonable precautions to protect the health and safety of our employees, including managing any anxiety staff may have with redeployment to work areas they are not familiar with, including areas where there is a general feeling of higher risk associated with working there (i.e. Seniors, EMS, Homelessness).

The Region's primary goal is to redeploy staff as necessary to support continued delivery of essential and critical services. Employees who are not matched to a suitable redeployment opportunity, whether it is due to a lack of skill sets, qualifications, or certifications required, and/or the availability of a redeployable assignment, may be approved for a leave of absence or will be issued a layoff notice. Should this occur, these employees will be issued a Record of Employment to enable them to access options for income benefits from the federal government.

The COVID-19 situation continues to evolve at a rapid pace; we are now into the full implementation of our BCPs. This means that we are refocusing much of the work we do to essential and critical service delivery, in order to maximize our people resources to respond to the COVID-19 pandemic. We have taken a number of steps concerning recruitment of new staff, including student hiring. The following Table 2 shows new employee recruitment starts that we have experienced in the past, along with what is anticipated to be new employees starting during the peak of this pandemic in 2020:

Table 2: Recruitment Activity

| Year (March to June) | 2018 | 2019 | 2020 |
|---------------------------------|------------|------------|-----------|
| Total Number of Recruits | 323 | 347 | 78 |

Note:

1. For 2020, we still have 117 open positions that have not been filled as at this time; 98 (84%) of them are within essential service delivery areas of Community Services, EMS, and W/WW.
2. The activity does not include student hires – a number of hires were expedited in the above noted areas, including in certain cases start dates moved up (e.g. Seniors

Services). There have been a number of student positions cancelled or put on hold, only those deemed essential or key to service delivery have continued.

- 3. There are currently 50+ positions that have not been filled; they are currently being gapped, remain vacant, and have been captured as mitigation towards cost savings.*

The effect of this pandemic on our service delivery and to staff as individuals is unprecedented. The Region's operations have changed considerably where the sole focus has been on dealing with the impacts of COVID-19, including being completely dedicated to dealing with this crisis. In addition to employee's being redeployed to other services, employee's work environments have been modified, including a number of employees have moved to working remotely from home, or remaining at home due to specific circumstances.

As at April 4, 2020, we have 124 employees who are in self-isolation – due to travel, or being symptomatic, or contact tracing, etc...; approximately one-third of which are working from home. In addition, we currently have 469 employees that were on leave of absence (90% of these staff are in Community Services and Public Health/EMS); this represents a total of approximately 13% of all employees. Lastly, there were a total of number of 585 staff with sick time during this period. This has all had an impact on service delivery, particularly in the higher priority areas noted.

Next Steps

It is not clear what the duration of the COVID-19 response will be, we anticipate current conditions will persist at least throughout the second quarter. Staff will continue monitoring BCPs, redeployment, and recruitment activity against staff resourcing requirements to continue essential and key service delivery. Accordingly, similar updates will be provided as required.

Respectfully submitted and signed by

Franco Meffe
Director, Human Resources

MEMORANDUM

CL-C 22-2020

Subject: Collection, Use, and Disclosure of Personal Health Information
Related to COVID-19

Date: May 21, 2020

To: Regional Council

From: Ann-Marie Norio, Regional Clerk

The purpose of this memorandum is to provide information respecting current privacy legislation in Ontario and its impact on the disclosure of personal information and personal health information by Niagara Region.

The health and safety of Niagara's residents is of primary concern during the COVID-19 world-wide health crisis. Niagara Region Public Health (NRPH), in its efforts to significantly limit the spread of the virus is collecting appropriate personal health information about a significant number of individuals over a prolonged period of time. This sensitive information is being leveraged to trace contacts, to contain outbreaks and to gain insight about the virus itself and the threat it presents, which regularly changes based on the continuous flow of new information.

NRPH collects this information under the authority of the *Health Protection and Promotion Act* (HPPA) and in accordance with directives issued by the Province of Ontario through orders made under the *Emergency Management and Civil Protection Act*. Both pieces of legislation support the collection and use of necessary personal and personal health information while recognizing the need to have proper regard for the privacy and confidentiality of that personal information.

There is much debate and discussion around how privacy comes into play with COVID-19 data, and a need to achieve a balance between what information must be shared and what information must be protected in accordance with the requirements of applicable legislation. During a public health crisis, such as the COVID-19 outbreak, privacy laws still apply, but they are not a barrier to appropriate information sharing. Disclosure must be supportable in accordance with applicable legislation, for example

the release of non-identifying information (such as the numbers of affected individuals, demographic data, statistics based on geographic locations etc.) as necessary for public health purposes. When an Order in Council does not deal with an issue of disclosure, Niagara Region is required to follow its standard practices and procedures.

In addition to being a legal obligation to our residents, it is also an organizational asset that enables the critical work of Public Health. Contact tracing by Public Health requires collection of very personal details of individual's lives to understand their whereabouts and with whom they might have had contact. Residents will be most forthcoming with such personal details when they have a high degree of confidence that these details will be protected. The organization's reputation for protecting privacy is a major contributor to the confidence residents have to be forthcoming.

Privacy is not a barrier to transparency. Transparency of process and procedure, such as why an organization like Niagara Region is collecting personal information, or what it plans to do with the information it collects, are key to the protection of individual privacy. Neither the collection of information, nor the decision to disclose it should be contemplated without appropriate due diligence and review.

NRPH, and any personal health information it collects, is subject to both the *Personal Health Information Protection Act* (PHIPA) and the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA).

PHIPA applies to Health Information Custodians, which is a term that includes medical doctors operating a practice, hospitals, and medical officers of health who collect Personal Health Information. PHIPA requires custodians like the Medical Officer of Health to protect personal health information from inappropriate use or disclosure. Personal Health Information is any information collected by NRPH, or another custodian like Long-Term Care, that can identify an individual and is about their health. Examples include a diagnosis, treatment, health history, or a health card number. PHIPA also requires that custodians provide individuals with access to their own personal health information when they request it. Personal Health Information belongs to the individual, not the custodian.

MFIPPA is a more general privacy law that applies to government institutions. It requires Niagara Region to protect personal information. Personal information is also information that can identify an individual but is not specific to health. It includes an individual's name, address, phone number, email address, or social insurance number. MFIPPA additionally allows individuals to request records and information from a

government institution, including the right for an individual to request access to their own personal information that an institution may have collected about them.

In both cases the organization, be it a health information custodian or a government institution, must only collect, use, retain, disclose, or dispose of the information it collects in accordance with its legal authorization to do so, and within a defined purpose. When NRPH discloses someone's personal health information, it must either have the consent of the individual to share that information, or the legal authority to share it without consent, in accordance with the defined purpose authorizing its collection. Any disclosure of information without consent or authority, which allows someone to identify an individual would be a breach or contravention of the law. The person or organization making the disclosure may be fined and open to civil action for breach of privacy.

These are serious issues that require contemplation and review before decisions around disclosure can be made. If information is to be made publicly available, it must first be aggregated, or de-identified in a way that makes it impossible to identify an individual; aggregation requires a minimum number of data units to be present to enable sufficient anonymity. Aggregation and de-identification are currently practiced with the statistical data being made available on the NRPH or Niagara Health's websites. This is the only way to balance the legal requirement to protect individual privacy with the right for individuals to access government information. Following the Canadian Standards Association's ten privacy principles, NRPH must rely on consent, must limit disclosures and must implement safeguards to protect sensitive information about Niagara's residents.

COVID-19 data is collected, used and disclosed by public health to support its three principle lines of response: case, contact, and outbreak management; Supporting health care and social services sectors; and public messaging. NRPH obtains consent from every person who interacts with the Region to collect their personal health information for the purpose of providing them with this care. NRPH uses the data for surveillance, providing aggregated data to Niagara Region's website and the Province, focusing on accuracy and safeguarding the information. The collection of an individual's personal health information is done so to provide them with individual health care services, as well as to assist public health in stopping the spread of COVID-19. Decisions respecting disclosure of this information are made in accordance with the directives issued by the Province of Ontario, and if the Medical Officer of Health believes on reasonable grounds that the disclosure is necessary for the purpose of eliminating or reducing a significant risk of serious bodily harm to a person or group of persons.

Niagara Region's Access and Privacy Office has received 81 complaint calls respecting the collection and disclosure of personal health information in response to COVID-19. Of those, 38 were individuals calling with concerns respecting the disclosure of their own personal information as a result of providing testing data to Niagara Region Public Health. A main concern of these individuals is being harassed by members of their communities or places of work if their test result, or details about them were to become public.

All 81 complainants were provided information respecting current policy and legislation, and given an opportunity to escalate their concerns within the Clerk's Office, or directly to the Information and Privacy Commissioner/Ontario. No formal complaints through the Commissioner's Office have been received to date.

The role of the Access and Privacy Office, which reports to the Regional Clerk, is to provide consultative services within Niagara Region related to issues of information access and the protection of privacy. Other responsibilities and services include:

- Performing Privacy Impact Assessments on enhanced and new services introduced to Niagara Region;
- Responsible for Privacy Breach Management, coordinating with programs and communications with the Information and Privacy Commissioner/Ontario;
- Facilitate and consult on health records requests;
- Coordinate and respond to formal freedom of information requests;
- Assist with program audits and evaluations, providing recommendations and risk mitigations;
- Advising departments on appropriate safeguards when publicly disclosing data or other personal or personal health information; and
- Other various tasks supporting Niagara Region staff in accordance with legislation.

If there are questions regarding our Privacy policies please contact the Access and Privacy Office, extension 3779 for more information.

Respectfully submitted and signed by

Ann-Marie Norio
Regional Clerk



Mailing Address:
P.O. Box 344
Thorold ON L2V 3Z3

Street Address:
Campbell East
1815 Sir Isaac Brock Way
Thorold ON

Phone: 905-682-9201
Toll Free: 1-800-232-3292
(from Grimsby and beyond Niagara region only)

Main Fax: 905-687-4844
Fax – Applications: 905-935-0476
Fax – Contractors: 905-682-8301
Web site: www.nrh.ca

May 15, 2020

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

Dear Ms. Norio,

At their May 15, 2020 meeting, the Niagara Regional Housing Board of Directors passed the following motion as recommended in attached report NRH 8-2020:

1. That the awarding of Tender PT-19-72 to Tambro Construction Ltd. by the Public Tender Award Committee for the construction of the 55 unit and 18 unit affordable housing apartment buildings on NRH land at 6388 Hawkins St. and 7180 Heximer Ave., Niagara Falls at their bid price of \$19,775,000 (including 13% HST) **BE ENDORSED.**
2. That this report **BE FORWARDED** to Niagara Regional Council for information.

Sincerely,

Councillor Walter Sendzik
Chair

REPORT TO: Board of Directors of Niagara Regional Housing

SUBJECT: 6388 Hawkins St & 7180 Heximer Ave. New Affordable Housing Project

RECOMMENDATIONS

1. That the awarding of Tender PT-19-72 to Tambro Construction Ltd. by the Public Tender Award Committee for the construction of the 55 unit and 18 unit affordable housing apartment buildings on NRH land at 6388 Hawkins St. and 7180 Heximer Ave., Niagara Falls at their bid price of \$19,775,000 (including 13% HST) **BE ENDORSED.**
2. That this report **BE FORWARDED** to Niagara Regional Council for information.

PURPOSE OF REPORT

The purpose of this report is to seek endorsement from the NRH Board of the award of Tender PT-19-72 for the construction of the 55 unit and 18 unit affordable housing apartment buildings on NRH land at 6388 Hawkins St. and 7180 Heximer Ave., Niagara Falls, to the low bidder Tambro Construction Ltd.

KEY FACTS

- \$20.9 million has been approved in the Capital Budget for NRH under project 20000680 – NRH – Multi-Residential Intensification – Niagara Falls. \$810,000 was initiated by Regional Council in February 2019 to facilitate site assessment and design work. \$20.1 million was approved and initiated in the 2020 Capital Budget.
- This Niagara Falls targeted multi-residential intensification project will increase the affordable housing supply, to help address the unmet needs of those on the city's affordable housing waitlist.
- The firm of Raimondo & Associates Architects Inc. was retained to design, tender for development and construction administration, commissioning and contract close out of the 55 & 18 unit affordable housing apartment buildings on September 06, 2019.
- January 28, 2020 Hawkins Development RFPQ1 Hawkins Street Development was issued.

- February 20, 2020 - 16 Contractors tendered for the Prequalification
 - 8 Contractors were prequalified and approved by the board on March 20.
- On March 16, 2020, Raimondo & Associates issued a tender call (Project 19-072) to the 8 pre-qualified contractors. The tenders were published in the Niagara, Hamilton, London, Grand Valley, Mississauga Construction Association and NRH Website with a closing date of April 21, 2020, 2:00 PM. & 5:00PM.
- The Development Committee (serving as Public Tender Award Committee) approved the lowest bid on April 22, 2020 to Tambro Construction Ltd., with contract terms stipulating that the price will be held for 120 days as construction activities cannot commence until both local and provincial restrictions associated with the pandemic are lifted.

ANALYSIS

The opening committee members evaluated the tenders in detail on April 22 at 10:00 to 11 AM and then were brought forward at 2:00 to 3:00 PM to the Development Committee (serving as Public Tender Award Committee), **Appendix 2**, for further discussion and approval.

| | Prequalified Contractor Name | Location | Bid Amount |
|----|-------------------------------------|-----------------|--------------------|
| 1. | Aimico Design Build Inc. | Windsor | \$17,943,800 & HST |
| 2. | Gay Company | Bowmanville | \$24,000,000 & HST |
| 3. | J.R.Certus Construction Co. Ltd. | Woodbridge | \$18,279,000 & HST |
| 4. | Pegau Construction Ltd | Toronto | \$17,650,000 & HST |
| 5. | Percon Construction Inc. | Toronto | \$21,950,000 & HST |
| 6. | Tambro Construction Ltd | Guelph | \$17,500,000 & HST |

Niagara Region's legal department has confirmed that none of the above companies have any current litigation issues with the Niagara Region or NRH.

The Architect Raimondo & Associates Brad Augustine, along with the opening committee members Donna Woiceshyn, Cameron Banach, Emilio Raimondo, Willi Pankratz, & Gord Szaszi have reviewed the bid opening and recommend awarding the contract to the lowest bidder, Tambro Construction Ltd. for the amount of \$ 17,500,000 plus HST.

The tender amount includes all items as per Raimondo & Associates Architects Inc. - 19-072 contract drawings and contract specifications and addendum 1, - 9 inclusive.

| | |
|---------------------------------------------|-----------------------------|
| Contract price excluding value added Taxes | \$ 17,500,000 |
| HST | \$ 2,275,000 |
| Total Amount Payable subject to adjustments | <u>\$ 19,775,000</u> |

The construction documents (specifications) include at total Cash Allowance of \$915,500 as per the following:

| | |
|----------------------------------|-------------------|
| Testing & Inspection | 100,000 |
| Door Hardware | 135,000 |
| Utility Connection | 30,000 |
| Interior Signage | 18,000 |
| Window Covering | 42,000 |
| Final Survey | 12,000 |
| Card Access | 8,500 |
| Existing Housing Decom. services | 20,000 |
| Roof Fall Arrest system | 50,000 |
| Contingency | 500,000 |
| Total Cash Allowance | \$ 915,500 |

FINANCIAL

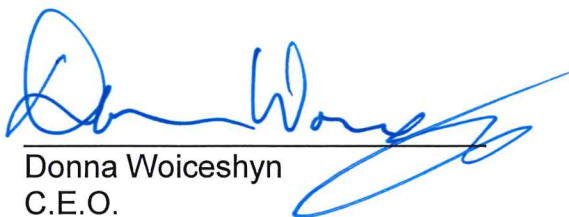
Council approved the 2020 Capital Budget for NRH including the construction of the 55 unit and 18 unit affordable housing apartment buildings on NRH land at 6388 Hawkins St. and 7180 Heximer Ave. in Niagara Falls. The budget includes construction, contract administration and inspection, internal staff time and contingency under project 20000680 in the amount of \$20.1 million. This project included prior approved funding of \$810,000 to cover site assessment and design work. The majority of those funds have been expended or committed.

The total project budget for the proposed build is \$20,900,000. The tender award cost including 1.76% non-refundable HST is \$17,808,000. A full budget breakdown can be found in **Appendix 1 – Total Estimated Project Costs**.

The budgeted funding for the proposed build consists of \$14.1 million in Development Charge revenue, \$3.1 million from the Niagara Regional Housing Reserve, \$3.6 million in Ontario Priority Housing Initiatives provincial funding, and \$106,000 in Canada Mortgage and Housing Corporation seed funding.

Prepared by:

Approved by:



Donna Woiceshyn
C.E.O.



Walter Sendzik
Chair

This report was prepared by Willi Pankratz, Project Manager Housing Development, in consultation with Cameron Banach, Operations Manager and Donovan D'Amboise, Program Financial Specialist.

Appendix 1: Total Estimated Project Cost Contract Award
Appendix 2: Development Committee Meeting #7 Minutes

NRH 8-2020
20-190-3.3. App. 1
May 15, 2020
Page 1 of 1

APPENDIX 1
Total Estimated Project Cost
Contract Award

Contract PT-19-72 - 6388 Hawkins St & 7180 Heximer Avenue New Affordable Housing Project

| Total Estimated Project Cost (20000680)* | | Council Approved Budget | | Budget Increase/ Reallocation | Revised Council Approved Budget | Expended & Committed as of 04/29/20 | Contract Award/ Forecast | Budget Remaining |
|------------------------------------------|---------------------------------------------------------------------------------|-------------------------|-----------|-------------------------------|---------------------------------|-------------------------------------|--------------------------|------------------|
| | | (A) | (B) | (C) = (A) + (B) | (D) | (E) | (F) = (C)-(D)-(E) | |
| (a) | Construction (includes contract contingency)** | 19,103,632 | (810,000) | 18,293,632 | - | 17,808,000 | 485,632 | |
| (b) | Project Contingency | 977,835 | - | 977,835 | - | 323,522 | 654,313 | |
| (c) | Consulting Engineering Services (Design, Contract Administration, & Inspection) | 520,533 | 810,000 | 1,330,533 | 943,451 | 387,082 | - | |
| (d) | Project Management & Internal Costs | 103,000 | - | 103,000 | 58,604 | 44,396 | - | |
| (e) | Furniture & Equipment | 195,000 | - | 195,000 | - | 195,000 | - | |
| Total Estimated Project Cost | | 20,900,000 | - | 20,900,000 | 1,002,055 | 18,758,000 | 1,139,945 | |

*All costs include 1.76% non-refundable HST

** Total Contract Award is equal to i) \$17,500,000 before tax; ii) \$17,808,000 including 1.76% non-refundable HST; iii) \$19,775,000 including 13% HST

Development Committee Meeting # 07

**April 22, 2020 2:00 pm – 2:30 pm
Phone online conference call meeting**

Attendees: Donna Woiceshyn, Cam Banach, Willi Pankratz, James Hyatt, Stephanie Muhic, Betty Lou Souter, Gord Szaszi, Michelle Keltos, Steve Murphy, Pat Busnello, Brad Augustine (Raimondo Architects)

Chair: James Hyatt

Regrets: Tom Insinna

- 1) Conference call meeting called by Cameron Banach, operations manager to deal with tender results for the Niagara Falls Hawkins Development. See two Attachments: a) Bid Opening Form to be signed by opening committee Emilio Raimondo, Brad Augustine, Willi Pankratz, Cameron Banach, Donna Woiceshyn, Gord Szaszi.
b) Raimondo Architect Letter of Recommendation Dated April 22, 2020
- 2) Introductions given by identifying all those that called in.
- 3) Chair requested the Architect- Brad Augustine, to present the facts regarding the tender results.
- 4) Architect briefly provided the tender results:
Six General Contractors submitted their bids on time. First submittal at 2:00 PM, second submittal (appendices) at 4:00 PM. No disqualifications. Architect recommended low bid tender be awarded to Tambro Construction. Bottom three bids were very close. Bid price was within construction budget.

- 5) Chair asked the committee for comments; Donna Woiceshyn stated that Tambro Construction built the Carlton Project in St Catharines and performed well for NRH on that project.
- 6) Chair asked the committee if there was any comments on the process of tendering and prequalifying the contractors? Hearing no further comments, the chair made a motion to accept the Architects recommendations, and to present the recommendations to the NRH Board for the May 15 meeting. Pending the Board approval, it would then be presented to the Niagara Regional Council on May 21 for information to award the contract to Tambro Construction for the construction of the Hawkins Development project.
- 7) Project Manager Willi Pankratz indicated that pending approval and receipt of the building permit from the City of Niagara Falls – a letter of intent will be issued to Tambro Construction for potential start of construction mid - June 2020.
- 8) Chair requested any further comment, hearing none, closed the meeting.
- 9) Next meeting to be determined.

Please notify PM. Of any errors and or omissions.

MEMORANDUM

CL-C 18-2020

**Subject: Association of Municipalities of Ontario (AMO) Board of Directors
Endorsement**

Date: May 21, 2020

To: Regional Council

From: Ann-Marie Norio, Regional Clerk

The Clerk's Office has been notified that Councillor Foster is seeking reappointment to the AMO Board of Directors.

In accordance with AMO requirements, a Council resolution of support is required. Accordingly the following motion would be in order:

That Regional Council **ENDORSE** Councillor Robert Foster as a candidate for the Association of Municipalities of Ontario Board of Directors.

Respectfully submitted and signed by

Ann-Marie Norio
Regional Clerk



Community Services

Legislative Services

May 5, 2020

Sent via email: Justin.trudeau@parl.gc.ca

The Right Honourable Justin Trudeau
Prime Minister
House of Commons
Ottawa, ON K1A 0A6

Honourable and Dear Sir:

Re: Canada/US Border Crossings - Essential Traffic Only - COVID-19

Please be advised the Municipal Council of the Town of Fort Erie at its meeting of May 4, 2020 passed the following resolution for your action:

Whereas the COVID-19 Pandemic has resulted in all countries taking extraordinary measures to ensure the health of their populations, and

Whereas the limiting to essential traffic only at the border between the United States of America (US) and Canada has undoubtedly assisted in the containment of this disease, and

Whereas the medical community has stated that the possibility exists for another wave of infections, and

Whereas the Governors of US States have been empowered to begin easing restrictions, and

Whereas the conduct and travel of residents, and the operation of businesses in the US States bordering Canada and beyond, has a direct impact on the potential spread of the virus by virtue of those individuals entering Canada, and

Whereas Canadians and Americans entering each other's countries have the potential to return home after becoming infected, and

Whereas in less extraordinary times our American friends, family and neighbours are welcome in our community, and

Whereas we urge the government of Canada to continue to be guided by health and science in making its decisions regarding the border;

Now therefore be it resolved,

That: The Corporation of the Town of Fort Erie hereby requests the Prime Minister of Canada to continue limitation of cross- border traffic to essential traffic only, and further

.../2

The Honourable Justin Trudeau
Prime Minister

Page two

That: The restrictions remain in place until such time that it can be demonstrated that the flattening of the outbreak curve in the United States of America is on par with the progress we are seeing in Ontario, and further

That: Canada Border Services Agency, in association with other health and law enforcement authorities, continues its protocol of screening and monitoring those individuals crossing the border to ensure that only essential travellers or individuals who reside in Canada gain entry into Canada as long as the border restrictions remain in place, and further

That: Special attention be paid to the outbreak statistics concerning border States in the eventual decision making process to return cross-border travel to pre-pandemic normalcies, and further

That: A copy of this resolution be circulated to The Right Honourable Justin Trudeau, Prime Minister, The Honourable Chrystia Freeland, Deputy Prime Minister, The Honourable Doug Ford, Premier of Ontario, Wayne Gates, MPP-Niagara Falls, Legislative Assembly of Ontario, Sam Oosterhoff, MPP-Niagara West-Glanbrook, Legislative Assembly of Ontario, Jennifer Stevens, MPP-St. Catharines, Jeff Burch, MPP-Niagara Centre, Dean Allison, MP-Niagara West, Chris Bittle, MP- St. Catharines, Tony Baldinelli, MP- Niagara Falls, Vance Badawey, MP, Niagara Centre, The Regional Municipality of Niagara, and all Niagara Area Local Municipalities, for their support.

Thank you for your attention to this matter.

Yours very truly,



Carol Schofield, Dipl.M.A.
Manager, Legislative Services/Clerk
cschofield@forterie.ca

CS:dlk

Cc:

Sent via email:

The Honourable Chrystia Freeland, Deputy Prime Minister Chrystia.Freeland@parl.gc.ca

The Honourable Doug Ford, Premier of Ontario premier@ontario.ca

Wayne Gates, MPP-Niagara Falls, Legislative Assembly of Ontario wgates-co@ndp.on.ca

Sam Oosterhoff, MPP-Niagara West-Glanbrook, Legislative Assembly of Ontario sam.oosterhoff@pc.ola.org

Jennifer Stevens, MPP-St. Catharines JStevens-CO@ndp.on.ca

Jeff Burch, MPP-Niagara Centre JBurch-QP@ndp.on.ca

Dean Allison, MP-Niagara West dean.allison@parl.gc.ca

Chris Bittle, MP- St. Catharines Chris.Bittle@parl.gc.ca

Tony Baldinelli, MP- Niagara Falls Tony.Baldinelli@parl.gc.ca

Vance Badawey, MP- Niagara Centre Vance.Badawey@parl.gc.ca

The Regional Municipality of Niagara
Niagara Area Municipalities



CITY OF PORT COLBORNE

Municipal Offices
66 Charlotte Street
Port Colborne, Ontario
L3K 3C8
www.portcolborne.ca

Corporate Services Department, Clerk's Division

May 6, 2020

Sent via E-mail: Justin.trudeau@parl.gc.ca

The Right Honourable Justin Trudeau
Prime Minister
House of Commons
Ottawa, ON K1A 0A6

Honourable and Dear Sir:

Re: Canada/US Border Crossings – Essential Traffic Only – COVID-19

Please be advised that on May 6, 2020, the Council of The Corporation of the City of Port Colborne passed the following resolution by delegated authority:

Whereas the COVID-19 Pandemic has resulted in all countries taking extraordinary measures to ensure the health of their populations, and

Whereas the limiting to essential traffic only at the border between the United States of America (US) and Canada has undoubtedly assisted in the containment of this disease, and

Whereas the medical community has stated that the possibility exists for another wave of infections, and

Whereas the Governors of US States have been empowered to begin easing restrictions, and

Whereas the conduct and travel of residents, and the operation of businesses in the US States bordering Canada and beyond, has a direct impact on the potential spread of the virus by virtue of those individuals entering Canada, and

Whereas Canadians and Americans entering each other's countries have the potential to return home after becoming infected, and

Whereas in less extraordinary times our American friends, family and neighbours are welcome in our community, and

Whereas we urge the government of Canada to continue to be guided by health and science in making its decisions regarding the border;

...2

Now therefore be it resolved,

That: The Corporation of the City of Port Colborne hereby requests the Prime Minister of Canada to continue limitation of cross-border traffic to essential traffic only, and further

That: The restrictions remain in place until such time that it can be demonstrated that the flattening of the outbreak curve in the United States of America is on par with the progress we are seeing in Ontario, and further

That: Canada Border Services Agency, in association with other health and law enforcement authorities, continues its protocol of screening and monitoring those individuals crossing the border to ensure that only essential travellers or individuals who reside in Canada gain entry into Canada as long as the border restrictions remain in place, and further

That: Special attention be paid to the outbreak statistics concerning border States in the eventual decision making process to return cross-border travel to pre-pandemic normalcies, and further

That: A copy of this resolution be circulated to The Right Honourable Justin Trudeau, Prime Minister, The Honourable Chrystia Freeland, Deputy Prime Minister, The Honourable Doug Ford, Premier of Ontario, Wayne Gates, MPP-Niagara Falls, Legislative Assembly of Ontario, Sam Oosterhoff, MPP-Niagara West-Glanbrook, Legislative Assembly of Ontario, Jennifer Stevens, MPP-St. Catharines, Jeff Burch, MPP-Niagara Centre, Dean Allison, MP-Niagara West, Chris Bittle, MP- St. Catharines, Tony Baldinelli, MP- Niagara Falls, Vance Badawey, MP, Niagara Centre, The Regional Municipality of Niagara, and all Niagara Area Local Municipalities, for their support.

Sincerely,



Amber LaPointe
City Clerk

cc:

Sent via email:

The Honourable Chrystia Freeland, Deputy Prime Minister
The Honourable Doug Ford, Premier of Ontario
Dean Allison, MP-Niagara West
Chris Bittle, MP-St. Catharines
Tony Baldinelli, MP-Niagara Falls
Vance Badawey, MP, Niagara Centre
Wayne Gates, MPP-Niagara Falls
Sam Oosterhoff, MPP-Niagara West
Jennifer Stevens, MPP-St. Catharines,
Jeff Burch, MPP-Niagara Centre
The Regional Municipality of Niagara
All Niagara Area Local Municipalities
Port Colborne City Council
Scott Luey, Chief Administrative Officer, City of Port Colborne

Subject: 2020 COVID-19 Cash Flow Update Report - May

Report to: Council

Report date: Thursday, May 21, 2020

Recommendations

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

Key Facts

- The purpose of this report is to provide Council with an update on Niagara Region's cash flow position and forecast for May with specific reference to the impacts of concessions made to local area municipalities to align with their concessions to the taxpayers in Niagara.
- Monthly cash flow updates will be provided to Council in response to report CSD 31-2020, which generally approved deferrals of local area municipality tax and water and wastewater remittances to the Region, as well as waiving interest charges on late payments.
- Overall the amount due from the local area municipalities for general and special purposes tax levies and water and wastewater payments in Q2 is approximately \$130 million; the amount due for the third and fourth quarters are approximately \$148 million and \$146 million, respectively.
- Cash flow forecasting is an important tool to ensure that sufficient funds are available to meet the Region's operating and capital payment obligations.

Financial Considerations

The COVID-19 pandemic is causing strain on a number of financial resources. Niagara Region cash balances are being impacted by increased spending for pandemic relief services, as well as by deferred and/or reduced revenue collections from the local area municipalities.

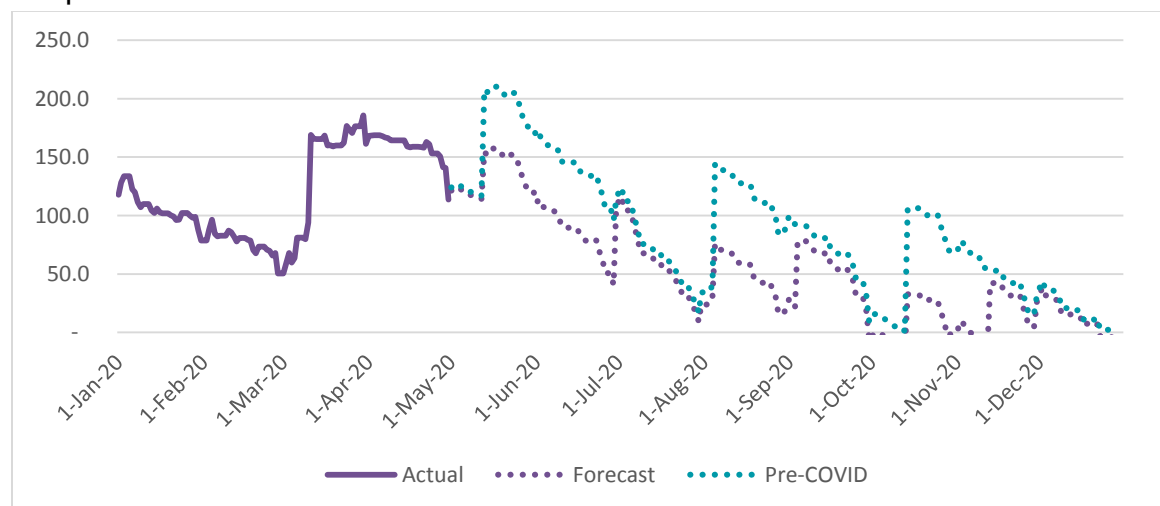
The Region's cash flows are monitored to ensure sufficient liquidity to provide for ongoing operations. Graph 1 provides an illustration of the expected impacts on the Region's cash balance position in light of the concessions offered to support Niagara's taxpayers.

The following are the assumptions that were built into the cash flow forecast based on CSD 31-2020 and included in the cash flow graph:

- Second interim General and Special Purposes Tax Levy payments, modelled a minimum of 50% remitted by LAMs to Niagara Region May 13; remaining 50% remitted June 30
- Final General and Special Purposes Tax Levy payments, modelled a minimum of 50% remitted by LAMs to Niagara Region in alignment with schedule of tax payments; remaining 50% of each payment remitted 30 days later
- Water and Wastewater payments, modelled a minimum of 75% remitted by LAMs to Niagara Region; remaining portion paid over final quarter of the year 2020
- Operating costs for essential services, including Water, Wastewater, Seniors Services, etc. continue to be incorporated
- Incremental costs related to COVID-19 are being tracked and these have been offset by non-essential services and savings that have been identified in report CSD 30-2019
- Capital projects have been evaluated to assess if they are essential and if staff and/or industry capacity exists, and cash flow projections for the balance of the year have been updated accordingly.

The operating budget impact of reduced interest income earned by the Region on its available cash was estimated at a loss of \$1.3 million and that estimate remains unchanged at this time.

Graph 1: 2020 Cash Flow Forecast



Analysis

The Region conducts cash flow forecasts to ensure sufficient operating liquidity by estimating the available cash deposits, expected inflows, and required disbursements. Common inflows include tax and rate remittances from the local area municipalities, grant revenue from other levels of government, debenture proceeds, interest revenue from investments and other revenue from fees and services. Outflows typically represent employee payroll and benefits, anticipated payments such as debt service and payments to vendors for goods and services for both operating and capital costs.

Recent COVID-19 implications have had an adverse impact on the Region's cash flow forecast. Some measures taken by the Region include foregoing planned investments that would have enhanced investment income and delaying spending on previously approved capital projects. These are discussed in the cash flow impact section below.

Impacts on Niagara Region Cash Flows:

LAM remittances:

The largest impact to the Region's cash flow forecast is the implementation of the concessions approved through report CSD 31-2020, including partial payments for the general tax and special purpose levy amounts as well as amendments to the water and wastewater collections.

As of May 14, the May 13th scheduled tax levy payment date, remittance experienced to date has been 75% of the total \$100.3 million. Five municipalities have remitted in full with the remaining seven municipalities making partial payments, leaving an outstanding accounts receivable balance of \$25.1 million, representing 25% arrears. Of those municipalities in arrears, they range from 7% to 72% as of May 13th. To note is that the 72% arrears relates to a municipality that had their due date for this instalment on May 21th which is after the Region's due date.

Water and Wastewater billings are completed on the 15th of the following month and due by the end of that month; January through March have been billed and due dates passed. Nine municipalities have paid in full, two municipalities have made partial payments for February and March with \$0.6 million outstanding or 3% in arrears of the monthly total \$9.8 million. Billings for the April water and wastewater charges occurs on May 15th and is due at the end of May.

Conclusion: Cash flows from the remittances of local area municipality payments are providing support to the Region's cash flow position and are trending positively relative

to our initial forecasts. However it is too early to conclude if the due date for the remaining levy amounts outstanding at June 30th is sufficient at this time. Therefore, no changes to the concessions approved are being recommended.

Capital Project review:

As a proactive measure to address a reduction in cash flows, as well as the initial decision of the Province regarding what capital construction was permitted to proceed the Region undertook a detailed review of capital projects approved to date. It is important to note that the delay/deferral in capital project spending has an impact on cash flows, it does not impact the operating budget, as the cost of capital has been previously approved in prior year budgets, either through contributions to capital reserves, debt issuances or from external contributions.

There are currently 634 approved capital projects with budget remaining as at the end of April of \$900 million. These projects have been reviewed to assess their urgency and if staff and/or industry capacity exists and cash flow projections for the balance of the year have been updated accordingly. The following factors were considered in the review of capital projects:

- proposed project/work/service is necessary to obtain/ensure regulatory compliance
- proposed project/work/service is necessary to address health and safety
- proposed project/work/service is the repair/maintenance/replacement of a critical building or equipment that is necessary for continued operations
- the project/service is critical to ensure business continuity for essential services.
- proposed project/service/work is otherwise necessary to address legal risk or potential liability
- are there contractual obligations of the Region based on the agreements that have been entered into

Conclusion: A number of capital projects that were deemed non-urgent have been delayed. Spending on these projects will extend into next year and possibly beyond based on the scope of the project. Notable projects that have been delayed include the following:

- \$23.0 million – Environment Center Expansion
- \$3.9 million – EMS Central Hub
- \$2.5 million – New Escarpment Crossing
- \$2.5 million – Watermain replacement – Vineland
- \$2.4 million – Welland Wastewater Treatment Upgrade Phase 2
- \$2.0 million – Decew Water Treatment Plant 2 Upgrade
- \$1.8 million – Social Housing – Alternative Service Delivery

- \$1.1 million – Bridge Street Public Drop Off
- \$1.0 million – Watermain replacement – Lundys Lane

Incremental COVID – 19 costs:

Incremental costs associated with COVID-19 are affecting the Region's cash flows. Staff have used cost analysis information from report CSD 35-2020 – 2020 COVID-19 Financial Impacts Report, that captures and models financial impacts to the end of June on the cost of COVID-19. Incremental payroll costs and the additional cost of the pandemic pay increase will affect the Region's cash flow until funding is received from the Province. There are also incremental costs associated with the procurement of supplies and services that would not have occurred outside of the pandemic that are being modeled in the cash flow forecast.

Conclusion: Incremental COVID-19 costs are negatively affecting the Region's cash flow. However, savings and mitigation efforts have been identified in CSD 35-2020 that will provide some relief to cash flows.

Treasury activities:

At the time of the April cash flow report, staff had projected to invest \$15 million in May which would have provided investment income earnings in 2020. Given the uncertainty surrounding projected and outstanding collections, staff have proposed to hold funds in cash balances to mitigate any potential cash receipt shortfall and allow for payments to suppliers.

The Region's process for funding capital projects approved with debenture is to self finance during construction and then debenture upon project completion in the summer. This inflow of debenture is an important element of the cash flow analysis as it replenishes some of the Region's required cash flow for the new construction season. The estimated Regional debenture requirement for 2020 is \$ 77 million. The Region typically enters the capital markets for debenture financing in the summer months. The Region's fiscal advisors have identified challenges in marketing debenture issues at this time. As a result, the scheduling of the summer debenture issue is not finalized, however staff are progressing with the debenture process to be ready once market conditions improve.

Conclusion: The delay of planned investments until cash flow projections stabilize will provide cash flow relief in the short term, however it will negatively impact our budget to actual investment income variance. The postponement of the issuance of debentures until later in 2020 will negatively impact cash flows until settlement of the debenture issue however the delay of capital project spending should help mitigate this.

Summary:

Staff will continue to monitor the Region's cash flow position and will take action to ensure there is sufficient liquidity to fund operating and capital payment obligations. Based on the updated information, it is projected that the Region's cash flow will remain positive to the end of the year, however any changes in projected timing and collection could alter the forecast.

Alternatives Reviewed

No alternatives are offered for this report.

Relationship to Council Strategic Priorities

This report highlights how the Niagara Region is supporting the Council Priority of Sustainable and Engaging Government

Other Pertinent Reports

| | |
|-------------|----------------------------------------------------------------------------------|
| CSD 31-2020 | Concessions to Local Area Municipalities regarding Taxes and Wastewater Billings |
| CSD 35-2020 | 2020 COVID Financial Impacts Report |

Prepared by:

Margaret Murphy, CPA, CMA
Associate Director, Budget Planning & Strategy
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 and reviewed by Helen Chamberlain, Director, Financial Management & Planning, Deputy Treasurer.

Subject: COVID-19 Financial Impacts Update

Report to: Regional Council

Report date: Thursday, May 21, 2020

Recommendations

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

Key Facts

- The purpose of this report is to provide an update to CSD 30-2020 received on April 23, 2020 on the potential financial impacts of the COVID-19 pandemic in the Niagara Region.
- Staff continue to expect that a budget adjustment related to the changes in services, incremental cost and lost revenue associated with the COVID-19 emergency response will be required. At this time, full impacts are still unknown and staff will bring back a proposed budget adjustment for Council approval when more clarity around funding sources and full cost is available.
- Estimates and assumptions in this report are fluid and changing on a weekly basis as new information becomes available. All estimates have been made up to June 30, 2020 unless otherwise noted.
- As a result of Council dialogue on April 23rd surrounding the importance of highlighting the full cost of the emergency in addition to mitigations the Region has put in place, the presentation of the financial information has been adjusted to more clearly highlight these estimates.
- The Niagara Region's current estimate of the total gross cost of COVID-19 pandemic is \$28.5 million. Total regional gross cost (including all Local Area Municipalities ie. LAMS) is estimated at \$49 million.
- The Region's current estimate of net deficit as a result of the COVID-19 pandemic is \$2.9 million. Total regional net deficit (including LAMS) is estimated at \$7.5 million.
- The Region has received confirmed funding announcements of \$9.2 million in specific program areas.

Financial Considerations

Given the uncertainty around timelines and availability of funding sources, it still remains difficult to quantify the full impact of individual items as well as the overall long term

impact to the Region. That being said, based on estimates at this time the pandemic will result in a 2020 operating deficit at year-end. Ongoing discussions continue with respect to opportunities for cost savings and mitigations across operating and capital budgets as well engaging of Provincial and Federal governments for financial assistance. Staff will provide monthly updates to Council and any action that may be required as more details become known.

It is important to note that this report only contains financial estimates of the pandemic and does not attempt to quantify other non-COVID related pressures that may exist. A more fulsome forecast considering all regional activities will be prepared after the second quarter of 2020 is complete.

In addition, the Region may need to consider offsetting a shortfall at year end using the Taxpayer Relief Reserve. As of December 31, 2019 the Taxpayer Relief Reserve balance was \$23.8 million which is 4.2% of gross budgeted expenditures excluding agency boards and commissions (our minimum reserve target per the reserve policy is 10% of gross budgeted operating expenses or \$56 million at December 31, 2019).

Analysis

Staff have been monitoring and assessing the potential financial impacts to the Region since the onset of the pandemic. Only two months after approving the 2020 Regional budget, a variety of operating expenditures and revenues are now expected to be impacted. While it is still too early to fully understand and quantify all of the potential impacts, staff update projections as new information becomes available.

The information available and estimated to date has been summarized into the following key categories.

1. Total Gross Cost: This category represents all cost tracked and associated with the emergency response including costs that can be accommodated within our approved 2020 budget. It is important to note that while the Region does have an established base budget to support some of these expenditures, it is not what was originally contemplated in the base budget and may result in delays in work plans and/or backlogs after the emergency is complete.
2. Total Net Cost: This category considers confirmed funding sources that have been matched to eligible expenditures.

3. **Total Deficit/(Surplus):** This category removes the costs that can be supported by our approved base budget. It also considers strategic and other mitigations the Region has been able to identify and put in place to help manage the cost of the emergency.

The following is the current summary of the financial impacts. All estimates in the analysis have been made up to June 30, 2020 unless otherwise noted in Appendix 1.

Table 1: COVID-19 Financial Impact Summary

| | Levy | Water/ Wastewater | Waste Management | Total |
|--------------------------------------------------|---------------------|----------------------|---------------------|---------------------|
| Total Gross Cost | \$28,406,036 | \$ 124,133 | \$ (8,307) | \$28,521,862 |
| Less: Confirmed Funding Matched to Expenses | (6,825,342) | - | - | (6,825,342) |
| Net Cost to Region | 21,580,694 | 124,133 | (8,307) | 21,696,520 |
| Less: Strategic and Other Mitigations | (6,784,954) | (449,023) | (76,489) | (7,310,466) |
| Less: Cost supported by our approved base budget | (11,354,944) | (135,647) | (36,787) | (11,527,378) |
| Net deficit/(surplus) | \$ 3,440,796 | \$ (460,537) | \$ (121,583) | \$ 2,858,676 |

Further detail on the corporate assumptions and cost categories can be found in Appendix 1. Also a more detailed breakdown by operating department can be found in Appendix 2.

The Region has also been coordinating with local area municipalities to consolidate the full impact to Niagara residents. While all municipalities have been reporting to their Council using different estimates and assumptions, we have been able to consolidate the information into similar categories to provide big picture context on the total regional impact.

Table 2: Total Regional Impact

| | Region & Local Area Municipalities |
|--------------------------------------------------|------------------------------------------|
| Total Gross Cost | \$ 48,953,534 |
| Less: Confirmed Funding Matched to Expenses | (6,825,342) |
| Net Cost to Region | 42,128,192 |
| Less: Strategic and Other Mitigations | (19,425,104) |
| Less: Cost supported by our approved base budget | (15,243,462) |
| Net Deficit | \$ 7,459,626 |

Since our previous report CSD 30-2020 on April 23rd new information has been received and/or quantified. In April we referenced net cost as \$9.3 million before funding announcements and net deficit of \$3.9 million. Since then we have received more clarity on eligible expenditures and have been able to match some of the funding against costs incurred. Below is a summary of the change since the last report.

Table 3: Change Since Last Report

| | CSD 30-2020 April 23 * | CSD 35-2020 May 21 | Change |
|--------------------------------------------------|---------------------------|-----------------------|-----------------------|
| Total Gross Cost | \$ 14,498,380 | \$ 28,521,862 | 14,023,482 |
| Less: Confirmed Funding Matched to Expenses | | (6,825,342) | (6,825,342) |
| Net Cost to Region | 14,498,380 | 21,696,520 | 7,198,140 |
| Less: Strategic and Other Mitigations | (5,213,381) | (7,310,466) | (2,097,085) |
| Sub-total | 9,284,998 | 14,386,054 | 5,101,056 |
| Less: Cost supported by our approved base budget | (5,327,166) | (11,527,378) | (6,200,212) |
| Net deficit/(surplus) | \$ 3,957,832 | \$ 2,858,676 | \$ (1,099,156) |

* Restated to align with current presentation format

The most significant drivers of change are as a result of:

- Corporate redeployment of resources
- Pandemic pay
- Niagara Regional Police impacts from NRPS 91.2020
- Investment income impacts from CSD 31-2020
- Additional strategic and other mitigations identified through review of Q1 results

In general the Niagara Region deficit reported continues to be driven by the following significant cost and saving items:

- **Niagara Regional Transit:** fare revenue reduction due to reduced ridership and cancellation of Niagara College on-campus spring/summer classes;
- **POA Court:** Reduced POA revenue due to lower ticket volumes and court closure, with some related expenditure savings offsets;
- **Public Health:** Increased staffing and overtime, supplies (including personal protective equipment and vaccination supplies) and cleaning costs; additional staff to support higher call volumes;
- **Paramedic Services:** Increased staffing, overtime, supplies (including personal protective equipment), and cleaning;
- **Housing:** Increased cleaning costs in common spaces; lower tenant income levels would result in higher rent subsidies at community housing units and lower rent payments at NRH units;
- **Homelessness programs:** Increased costs to support homelessness agencies, housing allowances and expenses relating to the rent, staffing, cleaning, personal protective equipment and food for a self-isolation center;
- **Children's Services:** Loss of parent fee revenue due to provincial order for no child care fees to be collected for emergency child care.
- **Seniors' Services:** Increased cleaning, staffing, security and personal protective equipment costs;
- **Technology Services:** Additional costs relating to increased licenses to ensure sufficient capacity for staff working remotely;
- **Labour related savings:** not filling non-essential vacant positions;
- **Fuel savings:** Short/medium term savings due to significant drop in world oil and local fuel prices;

- **Niagara Regional Transit/Niagara Specialized Transit savings:** reduction in daily service schedules resulting from decreased demand will result in significant savings;
- **Non-emergency maintenance work savings:** limiting work at NRH owned units to emergencies and move-outs; and
- **Operational savings:** reduced travel, meeting expenses, and conferences due to travel restrictions and cancelled events.

Long-term Considerations

COVID-19 is causing an unprecedented amount of uncertainty and volatility in financial markets. Federal governments around the world are responding through both monetary policy (e.g. through the lowering of interest rates) and fiscal policy (e.g. by introducing spending and tax relief measures for residents and businesses). The impact of these measures is not yet known and as a result there is the possibility of major longer term impacts depending on the duration and severity of the pause in economic activity. The following items have been identified as potential longer term costs or loss revenues.

- **Cost of borrowing:** a lower cost of borrowing for planned 2020 debenture issues would lower the amount of debt servicing costs required in the 2021 budget;
- **Investment returns:** lower investment rate could impact interest income and interest allocations to reserves;
- **Property taxes:** the economic disruption could lead to a material increase in tax write-offs and lower net assessment growth for 2020 and into 2021;
- **Building Activity:** as construction activity has declined, there will be a lower amount of supplementary taxes collected and lower assessment growth during the year and in future years. This would also lead to a reduced level of development charge collections, potentially impacting the Region's ability to fund growth-related capital projects, and potentially a reduction in development charge grant costs. A slow down similar to last recession in 2008/2009 could result in

building activity of approximately 25% equating to reduced development charges collected of approximately \$7 million this year;

- **Additional support to housing providers:** the economic disruption could lead to housing providers seeking additional support from NRH;
- **Recycling end markets:** the economic disruption could lead to volatility in prices for the sale of recyclables in waste management; and
- **Provincial gas tax:** the economic disruption could impact Niagara Regions gas tax allocation in 2021 and 2022 if we experience a greater decrease in ridership relative to other municipalities or if the total provincial gas tax collected declines due to less gas purchases.

Funding announcements

The Region has also received announcements of confirmed funding sources of \$9.2 million identified below. Amounts where eligibility criteria have been confirmed have been matched to expenses in the analysis above. There is a remaining \$2.4 million yet to be allocated to eligible expenditures and some of this funding is expected to support costs that occur after our June 30, 2020 cost projection period identified above.

Table 4: Confirmed Funding Announcements

| Description | Funding Agency | Amount |
|----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|---------------------|
| Community Homelessness Prevention Initiative * | Ministry of Municipal Affairs and Housing | \$ 2,408,100 |
| Reaching Home Funding * | Employment and Social Development Canada | 1,253,271 |
| Long-term Care Emergency Funding | Ministry of Long-term Care | 951,000 |
| Pandemic Pay ** | Province of Ontario | 4,605,745 |
| | | <u>\$ 9,218,116</u> |
| * Incremental funding to cover full fiscal year of April 1, 2020 to March 31, 2021 | | |
| ** Estimate to support pandemic payments from April 24 to August 13. Final amount to be determined based on eligibility and actual payments. | | |

In addition to the confirmed funding announcements above, there Region is monitoring the following announcements. The timing and allocation to Niagara Region of these funding announcements is uncertain at this time.

- An additional \$53.5 million of provincial funding for continued prevention and containment of COVID-19 (for example, screening staff, additional staff, PPE) in

long-term care homes. The total funding originally announced was \$88.3 million and \$34.8 has been outlined and allocated in May.

- An additional \$129 million in emergency capacity funding in long-term care homes. This funding is to be used to increase bed capacity and ease pressures in hospitals as they battle COVID-19.
- Ontario Works expects to see increased funding to support a substantial increase in subsidy claim payments to Ontario Works clients.
- The Province has indicated that it plans to work with municipal service managers to support Children's Services operations to minimize shortfalls.
- The Province has announced it plans to defer further reductions to the public health funding formula in 2021.
- The Province has issued a memorandum to Public Health saying they plan to help support incremental costs but no details provided yet.
- \$10 million donation from the Canadian Medical Association Foundation (CMAF) to be allocated to communities with homeless populations according to needs. May get information through the CAO's office.

Alternatives Reviewed

Staff are working with both the area municipality treasurers within Niagara Region and with colleagues across the province (through the Ontario Regional and Single-Tier Treasurers group) to share ideas and strategies to respond to the financial and operational impacts of this pandemic.

Staff will also work with Standard and Poor's (who provide the Region's credit rating) to discuss potential implications on the ratings of the municipal sector as a whole across the country.

Relationship to Council Strategic Priorities

Supporting the COVID-19 emergency response directly supports Council's strategic priority of a Healthy and Vibrant Community.

Other Pertinent Reports

- CSD 30-2020 COVID-19 Preliminary Overview of Financial Impacts
- CSD 31-2020 Concessions to Local Area Municipalities regarding Taxes and Water Wastewater Billings
- CSD 34-2020 COVID Cash Flow Update

Prepared by:

Melanie Steele, MBA CPA CA
Associate Director, Reporting & Analysis
Corporate Services

Recommended by:

Todd Harrison, CPA, CMA
Commissioner/Treasurer
Corporate Services

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with regional departments and EOC members, and reviewed by Helen Chamberlain, Director, Financial Management & Planning/Deputy Treasurer.

Appendices

| | |
|------------|-----------------------------------------|
| Appendix 1 | COVID-19 Financial Impact Summary |
| Appendix 2 | COVID-19 Financial Impact by Department |

Appendix 1: COVID-19 Financial Impact Summary

| | Spent & Committed As of Date | Spent & committed | Projected to June 30 | Total |
|-------------------------------------------------------|------------------------------|---------------------|-----------------------|---------------------|
| Costs supported by our approved base budget | | | | |
| EOC Dedicated Resources ¹ | 11-May | \$ 1,464,759 | \$ 1,340,890 | \$ 2,805,649 |
| Lost Productivity – Staff Unable to Work ² | 02-May | 1,494,584 | 1,567,888 | 3,062,472 |
| Redeployed Resources ³ | 02-May | 1,686,990 | 3,972,267 | 5,659,257 |
| Total costs supported by our approved base budget | | 4,646,333 | 6,881,045 | 11,527,378 |
| Costs incremental to base budget | | | | |
| Additional labour related costs ⁴ | 02-May | 2,298,495 | 2,689,538 | 4,988,033 |
| Pandemic Pay ⁵ | N/A | | 4,605,745 | 4,605,745 |
| Purchases made or committed ⁶ | 11-May | 2,971,758 | 1,816,055 | 4,787,813 |
| Total costs incremental to base budget | | 5,270,253 | 9,111,338 | 14,381,591 |
| Lost Revenue ⁷ | | | 4,551,740 | 4,551,740 |
| Cost Savings ⁸ | | | (1,938,847) | (1,938,847) |
| Total Gross Cost | | 9,916,586 | 18,605,276 | 28,521,862 |
| Confirmed Funding Matched to Expenses ⁹ | | | (6,825,342) | (6,825,342) |
| Net Cost to Region | | 9,916,586 | 11,779,934 | 21,696,520 |
| Strategic and Other Mitigations ¹⁰ | | | (7,310,466) | (7,310,466) |
| Cost supported by our approved base budget | | (4,646,333) | (6,881,045) | (11,527,378) |
| Net Deficit/(Surplus) | | \$ 5,270,253 | \$ (2,411,577) | \$ 2,858,676 |

¹ Assumes 100% of salary and benefit costs to any staff member fully activated in the Regional EOC, Public Health EOC, and EMS EOC.

² Staff unable to work due to self-isolation, needing to care for family members or being sick directly associated with COVID-19

³ Corporate cost of redeployed resources.

⁴ Additional salary, benefits and overtime costs related to managing the emergency. Overtime (banked and paid) to date represent 35% of the additional labour related cost which averages to an additional 45 FTE each week of the pandemic.

⁵ Pandemic pay estimates from April 24 to August 13.

⁶ Additional purchase commitments made to directly support the emergency (e.g. cleaning supplies and services, personal protective equipment, emergency shelter, screening, advertising). Included in the purchases the Region has executed 22 special circumstance purchases over \$10,000 for a total value of \$2.1 million. These

purchase consist mainly of personal protective equipment, cleaning supplies/services, emergency shelter, homelessness agency support and screening services. Staff will continue to rely on the special circumstance provisions in the procurement by-law on an as-required basis and report back to Council as needed.

- ⁷ Estimated loss of expected revenue sources (e.g. rental income on owned units, transit fare revenue, business licensing revenue, development applications, parental fees, POA infraction revenue). Investment income loss has been quantified for the full year to December 31, 2020.
- ⁸ Estimated cost savings directly related to the COVID measures (e.g. reduced travel costs, reduced electricity, cancelled events). Includes fuel savings in EMS and transportation estimated at \$126,000 till June 30, 2020.
- ⁹ Funding received has been matched to eligible expenditures.
- ¹⁰ Strategic mitigations put in place by the Region (e.g. gapping of vacant positions, reduced non-emergency repair work, reduced transit service costs, other non-COVID related savings).

Appendix 2: COVID-19 Financial Impact by Department

| | Costs supported by our approved base budget | Costs incremental to base budget | Lost Revenue | Cost savings | Total Gross Cost | Confirmed Funding Matched to Expenses | Net Cost to Region | Strategic & Other Mitigations | Costs supported by our base budget | Net Deficit/ (Surplus) |
|------------------------------|---------------------------------------------|----------------------------------|---------------------|-----------------------|----------------------|---------------------------------------|----------------------|-------------------------------|------------------------------------|------------------------|
| General Government | \$ - | \$ - | \$ 1,291,225 | \$ - | \$ 1,291,225 | | \$ 1,291,225 | \$ - | \$ - | \$ 1,291,225 |
| Corporate Administration | 609,606 | 170,689 | - | (20,730) | 759,565 | | 759,565 | (179,213) | (609,606) | (29,254) |
| Corporate Services | 601,521 | 489,443 | 166,900 | (60,000) | 1,197,864 | | 1,197,864 | (536,483) | (601,521) | 59,860 |
| Court Services | 29,219 | 3,064 | 318,375 | (126,032) | 224,626 | | 224,626 | (55,169) | (29,219) | 140,238 |
| Planning | 152,086 | 6,834 | 120,000 | - | 278,920 | | 278,920 | (109,207) | (152,086) | 17,627 |
| Niagara Regional Housing | 1,832 | 76,640 | 150,000 | - | 228,472 | | 228,472 | (1,136,800) | (1,832) | (910,160) |
| NRPS * | 1,181,303 | 466,862 | 1,699,861 | (1,255,229) | 2,092,797 | | 2,092,797 | (1,218,040) | (1,181,303) | (306,546) |
| Transportation | 182,300 | 122,998 | 492,295 | (102,053) | 695,540 | | 695,540 | (3,292,871) | (182,300) | (2,779,631) |
| Public Health | | | | | | | | | | |
| Public Health | 4,299,551 | 1,452,833 | 83,800 | (25,000) | 5,811,184 | - | 5,811,184 | - | (4,299,551) | 1,511,633 |
| EMS | 2,005,795 | 3,025,337 | 26,000 | (62,000) | 4,995,132 | (1,055,992) | 3,939,140 | - | (2,005,795) | 1,933,345 |
| Sub-total Public Health | 6,305,346 | 4,478,170 | 109,800 | (87,000) | 10,806,316 | (1,055,992) | 9,750,324 | - | (6,305,346) | 3,444,978 |
| Community Services | | | | | | | | | | |
| Childrens Services | 134,348 | 134,426 | 200,000 | - | 468,774 | | 468,774 | - | (134,348) | 334,426 |
| Seniors Services | 1,818,045 | 6,908,814 | 3,284 | - | 8,730,143 | (4,483,809) | 4,246,334 | (257,171) | (1,818,045) | 2,171,118 |
| SAEO | 57,552 | 6,914 | - | - | 64,466 | | 64,466 | - | (57,552) | 6,914 |
| Homelessness Services | 281,786 | 1,285,542 | - | - | 1,567,328 | (1,285,542) | 281,786 | - | (281,786) | - |
| Sub-total Community Services | 2,291,731 | 8,335,696 | 203,284 | - | 10,830,711 | (5,769,351) | 5,061,360 | (257,171) | (2,291,731) | 2,512,458 |
| Total Levy Supported | 11,354,944 | 14,150,396 | 4,551,740 | (1,651,044) | 28,406,036 | (6,825,342) | 21,580,694 | (6,784,954) | (11,354,944) | 3,440,796 |
| Waste Management | 36,787 | 108,056 | - | (153,150) | (8,307) | | (8,307) | (76,489) | (36,787) | (121,583) |
| Water/Wastewater | 135,647 | 123,139 | - | (134,653) | 124,133 | | 124,133 | (449,023) | (135,647) | (460,537) |
| | | | | | | | | | | - |
| Total Rate Supported | 172,434 | 231,195 | - | (287,803) | 115,826 | - | 115,826 | (525,512) | (172,434) | (582,120) |
| Total | \$ 11,527,378 | \$ 14,381,591 | \$ 4,551,740 | \$ (1,938,847) | \$ 28,521,862 | \$ (6,825,342) | \$ 21,696,520 | \$ (7,310,466) | \$ (11,527,378) | \$ 2,858,676 |

*NRPS figures reflect amounts reported in March 7, 2020 report to the NRPS Board Report 91.2020 in addition to labour related costs of members participating in the Regional EOC.

MEMORANDUM

CL-C 24-2020

Subject: Appointment of Budget Review Committee of the Whole Chair and Vice Chair for 2021 and 2022 Budget Years

Date: May 21, 2020

To: Regional Council

From: Ann-Marie Norio, Regional Clerk

Niagara Region's Procedural By-law, in subsection 5.9, provides that the Chair and Vice Chair of the Budget Review Committee of the Whole shall be elected for a term of two (2) budget years directly at Council.

At its Special meeting held on January 10, 2019, Regional Council elected Councillors Zalepa and Whalen, as Chair and Vice Chair respectively, of the Budget Review Committee of the Whole for the budget years 2019 and 2020.

It is therefore necessary for Council to proceed to appoint a Chair and Vice Chair for the 2021 and 2022 budget years.

Respectfully submitted and signed by,

Ann-Marie Norio
Regional Clerk

Minute Item No. 5.1

PW 21-2020

Extension to Residential Waste and Recycling Drop-Off Depot Contract

That Report PW 21-2020, dated May 12, 2020, respecting Extension to Residential Waste and Recycling Drop-Off Depot Contract, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Interim Commissioner of Public Works **BE AUTHORIZED** to seek the consent of Walker Environmental Group Inc. to a five year extension of the existing agreement between The Regional Municipality of Niagara and Walker Environmental Group Inc. for the Operation of a Residential Waste and Recycling Drop-off Depot on the same terms and conditions as contained in the original agreement save the end date and the further opportunity to renew;
2. That an Amending Agreement for the Operation of a Residential Waste and Recycling Drop-off Depot **BE PREPARED** by the Director of Legal & Court Services to amend the agreement end date, and that the Interim Commissioner of Public Works **BE AUTHORIZED** to execute the amending agreement between The Regional Municipality of Niagara and Walker Environmental Group Inc. for extension of the agreement; and
3. That Niagara Region staff **BE AUTHORIZED** to review options to expand and/or relocate the Residential Waste and Recycling Drop-Off Depot operation at the Walker Environmental Group Inc. site.

Minute Item No. 6.1

PWC-C 13-2020

COVID-19 Response and Business Continuity in Public Works

That Correspondence Item PWC-C 13-2020, being a memorandum from B. Zvaniga, Interim Commissioner, Public Works, dated May 12, 2020, respecting COVID-19 Response and Business Continuity in Public Works, **BE RECEIVED** for information.

Minute Item No. 6.2

PW 20-2020

Weekly Diaper Collection Service for All Households, Regardless of the Number of Children

That Report PW 20-2020, dated May 12, 2020, respecting Weekly Diaper Collection Service for All Households, Regardless of the Number of Children, **BE RECEIVED** for information; and

That Option 1, as detailed in Report PW 2020, respecting Weekly Curbside Collection of Diapers, on a Year-Round Basis, **BE APPROVED**.

Minute Item No. 6.3

PWC-C 12-2020

Procurement Progress Report Liquid Biosolids and Residual Management

That Correspondence Item PWC-C 12-2020, being a memorandum from B. Menage, Director, Procurement and Strategic Acquisitions, dated May 12, 2020, respecting Procurement Progress Report Liquid Biosolids and Residual Management, **BE RECEIVED** for information.

Minute Item No. 6.4

PW 18-2020

Council Motion - 2020 Water and Wastewater Increase Deferral

That Report PW 18-2020, dated May 12, 2020, respecting Council Motion Re 2020 Water and Wastewater Increase Deferral, **BE RECEIVED** for information.

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

**PWC 4-2020
Tuesday, May 12, 2020
Council Chamber/Teleconference
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee Members Present in the Council Chamber: Rigby (Committee Chair)

Committee Members Present via Teleconference: Bradley (Regional Chair), Chiocchio, Diodati, Disero, Edgar (Committee Vice-Chair), Fertich, Foster, Gale, Heit, Insinna, Ip, Nicholson, Sendzik, Steele, Ugulini, Witteveen, Zalepa

Other Councillors via Teleconference: Campion

Absent/Regrets: Junkin

Staff Present in the Council Chamber: M. Elia, Technology Support Analyst, A.-M. Norio, Regional Clerk, R. Tripp, Acting Chief Administrative Officer, B. Zvaniga, Interim Commissioner, Public Works

Staff Present via Teleconference: M. Evelyn, Legislative Coordinator, D. Gibbs, Director, Legal & Court Services, C. Habermebl, Director, Waste Management Services, T. Harrison, Commissioner/Treasurer, Corporate Services, B. Menage, Director, Procurement and Strategic Acquisition, M. Robinson, Director, GO Implementation Office, C. Ryall, Director, Transportation Services, J. Tonellato, Director, Water & Wastewater Services, M. Trennum, Deputy Regional Clerk

1. CALL TO ORDER

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

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. PRESENTATIONS

There were no presentations.

4. **DELEGATIONS**

There were no delegations.

5. **ITEMS FOR CONSIDERATION**

5.1 **PW 21-2020**

Extension to Residential Waste and Recycling Drop-Off Depot Contract

Moved by Councillor Fertich

Seconded by Councillor Witteveen

That Report PW 21-2020, dated May 12, 2020, respecting Extension to Residential Waste and Recycling Drop-Off Depot Contract, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Interim Commissioner of Public Works **BE AUTHORIZED** to seek the consent of Walker Environmental Group Inc. to a five year extension of the existing agreement between The Regional Municipality of Niagara and Walker Environmental Group Inc. for the Operation of a Residential Waste and Recycling Drop-off Depot on the same terms and conditions as contained in the original agreement save the end date and the further opportunity to renew;
2. That an Amending Agreement for the Operation of a Residential Waste and Recycling Drop-off Depot **BE PREPARED** by the Director of Legal & Court Services to amend the agreement end date, and that the Interim Commissioner of Public Works **BE AUTHORIZED** to execute the amending agreement between The Regional Municipality of Niagara and Walker Environmental Group Inc. for extension of the agreement; and
3. That Niagara Region staff **BE AUTHORIZED** to review options to expand and/or relocate the Residential Waste and Recycling Drop-Off Depot operation at the Walker Environmental Group Inc. site.

Carried

Councillor Information Request(s):

Provide information respecting whether or not the contract with Walker Environmental Group is an exclusive contract. Councillor Nicholson.

6. CONSENT ITEMS FOR INFORMATION

6.1 PWC-C 13-2020

COVID-19 Response and Business Continuity in Public Works

Moved by Councillor Edgar

Seconded by Councillor Foster

That Correspondence Item PWC-C 13-2020, being a memorandum from B. Zvaniga, Interim Commissioner, Public Works, dated May 12, 2020, respecting COVID-19 Response and Business Continuity in Public Works, **BE RECEIVED** for information.

Carried

Councillor Information Request(s):

Provide information respecting how the ethanol used in the production of hand sanitizer is obtained. Councillor Edgar.

Provide information respecting Public Works projects that have been delayed due to the pandemic. Councillor Gale.

6.2 PW 20-2020

Weekly Diaper Collection Service for All Households, Regardless of the Number of Children

Moved by Councillor Nicholson

Seconded by Councillor Steele

That Report PW 20-2020, dated May 12, 2020, respecting Weekly Diaper Collection Service for All Households, Regardless of the Number of Children, **BE RECEIVED** for information.

Moved by Councillor Disero

Seconded by Councillor Insinna

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

That Option 1, as detailed in Report PW 2020, respecting Weekly Curbside Collection of Diapers, on a Year-Round Basis, BE APPROVED.

Carried

Committee Chair Rigby called the vote on the motion, as amended, as follows:

That Report PW 20-2020, dated May 12, 2020, respecting Weekly Diaper Collection Service for All Households, Regardless of the Number of Children, **BE RECEIVED** for information; ***and***

That Option 1, as detailed in Report PW 2020, respecting Weekly Curbside Collection of Diapers, on a Year-Round Basis, **BE APPROVED**.

Carried

Councillor Information Request(s):

Ensure information is provided to residents registered for weekly diaper collection respecting alternative diapering solutions (i.e. cloth diapers) with a roster of providers. Councillor Sendzik.

6.3 PWC-C 12-2020

Procurement Progress Report Liquid Biosolids and Residual Management

Moved by Councillor Gale

Seconded by Councillor Diodati

That Correspondence Item PWC-C 12-2020, being a memorandum from B. Menage, Director, Procurement and Strategic Acquisitions, dated May 12, 2020, respecting Procurement Progress Report Liquid Biosolids and Residual Management, **BE RECEIVED** for information.

Carried

6.4 PW 18-2020

Council Motion - 2020 Water and Wastewater Increase Deferral

Ron Tripp, Acting Chief Administrative Officer, provided information respecting Report PW 18-2020 advising that should Committee recommend proceeding with one of the options outlined, it would require a reconsideration of Council's previous approval of the Water and Wastewater Budget.

Moved by Councillor Heit

Seconded by Councillor Witteveen

That Report PW 18-2020, dated May 12, 2020, respecting Council Motion Re 2020 Water and Wastewater Increase Deferral, **BE RECEIVED** for information.

Carried

7. OTHER BUSINESS

7.1 Fuel Savings

Councillor Gale requested information respecting any fuel savings being realized as a result of the pandemic. Todd Harrison, Commissioner/Treasurer, Corporate Services, advised that staff would highlight this information in future update reports regarding the pandemic.

7.2 Coordination of Road Works Projects

Councillor Ugulini expressed concern regarding the lack of coordination with respect to current road work projects being undertaken simultaneously in the City of Thorold. He noted that as of May 11, 2020, the Thorold Tunnel is closed, Highway 406 between Regional Road 67 (Beaverdams Road) and Regional Road 20 (Canboro Road) is reduced to one lane in both directions, and Niagara Region will be paving Regional Road 67 (Beaverdams Road) between Regional Road 56 (Collier Road) and Highway 406. Bruce Zvaniga, Interim Commissioner, Public Works, advised that staff would discuss these concerns with the Ministry of Transportation.

7.3 Reopening of Regional Landfill Sites and Drop-Off Depots

Councillor Steele advised that there have been several incidents of illegal dumping in the City of Port Colborne, and expressed his thanks to the staff for their efforts in reopening Regional Landfill sites and Drop-Off Depots. Catherine Habermehl, Director, Waste Management Services, advised that sites would be re-opened on May 13; however, noted longer than usual wait times, restrictions around the number of people allowed in the site to ensure physical distancing, no recycling or organics containers would be for sale, free compost would not be available and the use of Interac or Visa would be encouraged for payment.

7.4 Waste Collection Contract Fuel Surcharge

Councillor Heit requested information respecting the fuel surcharge included in the waste collection contract. Catherine Habermehl, Director, Waste Management Services, advised fuel surcharge adjustments are calculated annually and the final payment would include the savings realized.

8. **NEXT MEETING**

The next meeting will be held on Tuesday, June 16, 2020 at 9:30 a.m.

9. **ADJOURNMENT**

There being no further business, the meeting adjourned at 11:06 a.m.

Councillor Rigby
Committee Chair

Mark Evelyn
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

Subject: Extension to Residential Waste and Recycling Drop-Off Depot Contract

Report to: Public Works Committee

Report date: Tuesday, May 12, 2020

Recommendations

1. That the Commissioner of Public Works **BE AUTHORIZED** to seek the consent of Walker Environmental Group Inc. to a five year extension of the existing agreement between The Regional Municipality of Niagara and Walker Environmental Group Inc. for the Operation of a Residential Waste and Recycling Drop-off Depot on the same terms and conditions as contained in the original agreement save the end date and the further opportunity to renew;
2. That an Amending Agreement for the Operation of a Residential Waste and Recycling Drop-off Depot **BE PREPARED** by the Director of Legal & Court Services to amend the agreement end date, and that the Commissioner of Public Works **BE AUTHORIZED** to execute the amending agreement between The Regional Municipality of Niagara and Walker Environmental Group Inc. for extension of the agreement; and
3. That Niagara Region staff **BE AUTHORIZED** to review options to expand and/or relocate the Residential Waste and Recycling Drop-Off Depot operation at the Walker Environmental Group Inc. site.

Key Facts

- The purpose of this report is to seek Council's approval of a five (5) year extension to the existing agreement with Walker Environmental Group Inc. (WEG) (formerly known as "Integrated Municipal Services Inc.") for the operation of a residential waste and recycling drop-off depot, effective January 1, 2021 and expiring December 31, 2025.
- The request to extend the existing WEG agreement aligns with clause 18 (a)(i) of The Regional Municipality of Niagara By-Law No. 02-2016 which states that bid solicitations are not required for Single Source Purchases if the compatibility of a Purchase with existing equipment, product standards, facilities or service is a paramount consideration.

- WEG have operated a residential waste and recycling drop-off depot under the existing contract with The Regional Municipality of Niagara (Niagara Region) since 2001 at their Townline Road location.
- The 10-year agreement between WEG and Niagara Region expires on December 31, 2020 and contains a provision that the parties may mutually agree to extend the term of this agreement for an additional five (5) years under the same terms, covenants and provisions.
- To maintain and/or increase service, staff are recommending a review of the operation of WEG's residential waste and recycling drop-off depot.
- As part of the residential waste and recycling drop-off depot review, Niagara Region will examine any resulting impact on organics processing at WEG's site, particularly considering anticipated future requirements.

Financial Considerations

The extension of the agreement would be executed under the terms and conditions of the existing agreement. The residential waste and recycling drop-off depot agreement with WEG is a net revenue-generating contract. As per the existing agreement, Niagara Region receives quarterly royalty payments of four per cent (4%) of gross revenues generated by WEG. Since 2016, Niagara Region has received an average of approximately \$104,000 annually in royalty payments from WEG. The royalty payment is dependent upon the tonnage of materials dropped off at the depot and the tipping fee charged by WEG to residents to dispose of materials.

There are minor costs incurred by the Niagara Region through this agreement that partially offsets the royalty revenue. In alignment with the exemptions in place at Regionally-owned landfill sites, WEG shall not charge tipping fees to non-profit organizations that are designated by Niagara Region, and in turn invoices Niagara Region for waste delivered by such non-profit organizations at a specified rate per tonne (\$72.91 per tonne in 2019), adjusted annually by an amount not greater than the Consumer Price Index. The cost to Niagara Region for this exemption in 2019 was approximately \$13,500.

Under the existing agreement, Niagara Region is also responsible to provide carts and/or bins for the receipt of recyclable materials, and to recognize WEG's facility as part of Niagara Region's Solid Waste Management System, including signage and advertising/communications.

Analysis

Background

Residential Waste and Recycling Drop-Off Depot

In 2001, Niagara Region entered into an agreement with WEG for the establishment and operation of a residential waste and recycling drop-off depot. WEG constructed the drop-off depot at their property located on Townline Road at the border of Thorold and Niagara Falls. WEG was formerly known as Integrated Municipal Services Inc. but changed its name in or about January 2013.

The existing 10-year agreement was negotiated with WEG in 2011 for the operation of a Residential Waste and Recycling Drop-off Depot. At the end of the term, the agreement provides that both parties may mutually agree in writing to extend the agreement for a five-year term under the same terms and conditions.

Following the closure of the Glenridge Quarry Landfill Site in 2002, the WEG drop-off depot was established to provide an effective and convenient location for residents primarily from Niagara Falls, Niagara-on-the-Lake, St. Catharines and Thorold. Each year, approximately 85,000 residents drop-off a total of around 26,000 tonnes of material comprised of household waste, construction and demolition materials, soil, and recyclables such as blue / grey box materials, electronics, and leaf and yard waste.

The disposal of recyclable materials is free of charge to residents. The payment of a tipping fee is required for the disposal of the following materials: household waste, appliances with refrigerants (ex. CFCs), concrete & asphalt, tree stumps, clean wood and shingles. In 2019, WEG's minimum tipping fee was \$10 per load and \$114.58 plus HST per tonne to dispose of household waste. This fee may be adjusted once per year on March 1, by an amount not greater than the Consumer Price Index, All Items, Ontario. In comparison, the tipping fee at Regionally-owned and operated landfill sites is \$115 per tonne and is reviewed regularly to ensure cost-recovery of current and future landfill operation and monitoring costs. Under the terms of the agreement, Niagara Region receives 4% of all gross revenues, which equated to approximately \$106,500 in 2019. All revenues generated through this contract are used to offset the cost of providing waste management services in Niagara Region.

Since the opening of the residential waste and recycling drop-off depot in 2001, the site has not undergone any significant upgrades or modifications in layout or services

provided. With the continued population growth of Niagara Region and increasing emphasis on material diversion, the site has become undersized. Additionally, any potential expansion of the existing WEG composting facility may impact the operation of the residential waste and recycling drop-off depot due to site size constraints.

Over the past several years, WEG and Niagara Region staff have been engaged in discussions of how to optimize the operation of the residential waste and recycling drop-off depot. As a result, staff are recommending that an operational review of options be undertaken, including the possible relocation of the drop-off depot and expansion of services.

Organics Processing

Niagara Region's organic materials have been processed at WEG's composting facility under a separate contract since 2009, and will continue until 2029. It is anticipated that the amount of organics generated in Niagara Region will continue to grow as a result of increasing organics diversion. A review of future organics requirements has occurred to ensure that Niagara Region maintains sufficient organics processing capacity. The tonnage of diverted organics will be closely monitored and capacity requirements will be continually reassessed to ensure future needs will be met. Expansion of this compost facility will more than likely impact the current residential waste and recycling drop-off depot location and its operations. Staff are currently in discussions with WEG and further analysis will be undertaken.

Alternatives Reviewed

Two alternatives were considered during analysis. The first alternative is to allow the existing agreement with WEG to expire. Residents would continue to have the option of disposing / diverting their materials at the WEG residential waste and recycling drop-off depot, taking materials to an alternate private facility or visiting one of Niagara Region's three drop-off depots. The nearest Regionally-owned drop-off depot is located at the Humberstone Landfill in Welland. Due to the convenient location of the WEG residential waste and recycling drop-off depot and Niagara Region's household hazardous waste depot just down the road from WEG's facility for the residents of Niagara Falls, Niagara-on-the-Lake, St. Catharines and Thorold, this alternative was not pursued.

The second alternative is to issue a tender for residential waste and recycling drop-off depot services. Given that the existing agreement has the option to extend for a period of five years (subject to the mutual agreement of the parties), and the excellent service

that WEG has provided to date, Niagara Region staff did not consider the option to issue a tender at this time. Report PWA 40-2011, wherein approval for the original agreement was obtained from Council, referenced the potential for an extension of the agreement.

Relationship to Council Strategic Priorities

This recommendation aligns with Council's strategic priority of Responsible Growth and Infrastructure Planning, specifically as it relates to Environmental Sustainability and Stewardship. By extending the agreement with WEG, Niagara Region will continue to optimize waste diversion opportunities and convenience for Niagara residents.

Other Pertinent Reports

- PWA 40-2011

Prepared by:

Emil Prpic
Associate Director, Waste Disposal
Operations & Engineering
Waste Management Services

Recommended by:

Bruce Zvaniga, P.Eng.
Commissioner of Public Works (Interim)
Public Works Department

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Sara Mota, Program Financial Specialist, Corporate Services; Andrew Winters, Program Manager, Waste Management Services; and reviewed by Sterling Wood, Legal Counsel, Corporate Services, Catherine Habermehl, Director, Waste Management Services, Lydia Torbicki, Manager Waste Policy and Planning, Waste Management Services, and Sherri Tait, Acting Manager of Collections and Diversion, Waste Management Services.

Memorandum

PWC-C 13-2020

Subject: COVID-19 Response and Business Continuity in Public Works
Date: May 12, 2020
To: Public Works Committee
From: Bruce Zvaniga, P.Eng., Commissioner of Public Works (Interim)

Public Works has remained focused on keeping the critical public infrastructure operational while responding to the COVID19 pandemic. Departmental staff continue to ensure that the community has: safe drinking water, reliable wastewater systems, recycling and waste collection/disposal, regional specialized and regular transit and a well-maintained regional road system. Public Works staff recognize and are dedicated to the essential role they play ensuring that healthcare, social services, emergency responders and the community-at-large can depend upon the reliable availability of these core municipal services.

Public Works leadership is actively participating in the Operations Section of the Municipal Emergency Control Group. Working with all other departments, the Business Continuity Plan and staff redeployment strategy is monitored and adjusted to respond to changing conditions.

The following provides a brief highlight from each of the four divisions on their respective status, service changes, actions taken and future outlook.

Water & Wastewater Services

Current Status of Operations

High quality, safe and reliable water and wastewater services in accordance with health regulations and standards continue to be provided.

Both the Drinking Water and Wastewater Quality Management Systems remain active.

Capital infrastructure projects are deemed essential and continue to be delivered.

Service/Operational Changes

- Cancellation of the Niagara Children's Water Festival
- Cancellation of the Water Wagon service for May and June
- Suspension of Recreational Vehicle wastewater holding tank disposal service (re-opened April 19 for Sundays only, and only at the Niagara Falls Wastewater Treatment Plant)

Significant Initiatives or Actions undertaken

- Developed a full divisional staffing mitigation strategy to deal with any staff shortages that may occur due to COVID-19.
- Received license from Health Canada to produce disinfectant spray and hand sanitizer for Regional workplace use during the COVID-19 emergency response to alleviate supply chain shortages. Currently able to produce 40 litres per week.
- Cancellation of all non-essential meetings, plant tours, training activities, visitor access.
- Implemented COVID-19 protocols for consultants, contractors and project managers at plant facilities.
- Enhanced focus on the health and well-being of staff operating the essential systems including limiting access to the plant and deferring all non-essential contracted services.
- Assigned maintenance staff to dedicated areas and implemented flexible start and end work locations to avoid both unnecessary travel and exposure.
- One employee per vehicle where possible; installation of barriers in vehicles requiring two employees.
- Setup static sanitation stations in all staffed W-WW facilities and deployed mobile sanitation kits for all fleet vehicles.
- Implemented W-WW tailored daily COVID-19 spot check reports including regular reporting of facility sanitation supply inventories.
- Adopted changes to ensure no physical interaction on deliveries, courier and lab samples.
- Changes to pickup and handling of uniform laundry.
- Screening signage, screening protocol and limited door access have been implemented at all Water-Wastewater buildings. Daily reports of staff well-being and screening are being provided to management for recording and documentation purposes.

- Screening protocol for all vendors and contractors also implemented at all worksites.
- Constructors at various worksites have put into place proper distancing, working measures and PPE for the well-being of all staff.
- Accepting digital signatures for MECP form approvals.

Operational Outlook

1 month

- No further change

3 months

- No further change

6 months

- There are no anticipated changes to the water and wastewater service delivery in the six month timeframe. The focus continues to be on the maintenance of all key components, the sustainable supply of key chemicals and materials and most importantly on the well-being of the staff managing these essential systems.

Transportation Services

Current Status of Operations

Essential bridge and roadway, streetlighting, forestry and traffic control critical services continue to be provided.

Design, construction management and environmental assessments continue from staff and consultants.

Some contracts are experiencing delays in material shipments that are coming from locations outside of Canada.

Essential and critical project interpretation based on Provincial announcements will affect the delivery of projects and levels of service to residents of Niagara Region. This is currently under review.

Service/Operational Changes

Dispatch is supporting after-hours calls for COVID-19 and by-law enforcement (Local and Regional) support from 4:30 p.m. - 9:15 a.m. and coordinating with Public Health as required.

Earlier in assessing the separation of staff in field operations, the normal weekday shift and management oversight had been split into two groups scheduled to not physically interact with each other. As a result, the hours of operation were stretched from 5 a.m. - 9:30 p.m. with the support of the union and management.

Since the implementation of two (2) shifts, management have continued to review staffing levels and needs. Due to the number of redeployments to Long Term Care (LTC) and EMS in support of the pandemic, vacancies, plus sick time, management reassessed the two shifts and converted back to one shift per day from 7 a.m. - 3 p.m. Management is continuing to assess service levels against staffing needs and safety protocols and will adjust accordingly.

Significant Initiatives or Actions undertaken

Separation of field staff in vehicles where possible is being administered. Vehicle assignment to specific staff with the responsibility to clean / maintain on a daily basis.

Face masks have been ordered for additional staff protection in certain circumstances.

Staff continue to monitor supplies out of Fleet stores such as wipes, hand sanitizer, N95 masks and are supporting other Divisions with resources as required.

Screening signage, screening protocol and limited door access have been implemented at all yards and the service center. Daily reports of staff well-being and screening are being provided to management for recording and documentation purposes.

Screening protocol for all vendors and contractors also implemented at yards and service centers.

Constructors at various worksites have put into place proper distancing, working measures and PPE for the well-being of all staff.

Updated protocols based on provincial regulations/guidelines for working on construction sites has been sent to Heavy Construction Association of the Region of Niagara to notify their members that they must adhere to these measures.

IT equipment to assist with working from home has been provided where applicable.

A number of Transportation Staff have already been trained and redeployed to assist other Departments where needed. In assisting with the redeployments to LTC, Staff manufactured personal screening barriers for screener positions at entry points of the homes as an additional safety measure.

Operational Outlook

1 month

- Essential and critical project interpretation based on Provincial announcements will affect the delivery of projects and levels of service to residents of Niagara region. This continues to be under review. The Business Continuity Plan with Redeployment Strategy of staff for the Division will be administered accordingly.

3 months

- Essential and critical project interpretation based on Provincial announcements will affect the delivery of projects and levels of service to residents of Niagara region. This continues to be under review. The Business Continuity Plan with Redeployment Strategy of staff for the Division will be administered accordingly.

6 months

- Contractors have shared their concern that once non-essential work can recommence, there will be shortage within the trades due to demand.

Waste Management Services

Current Status of Operations

Changes to the curbside collection program, as noted below, have been implemented to ensure that front line collectors can prioritize the weekly collection of garbage, recycling and organics.

Landfill sites and drop-off depots are open for essential loads and are accepting:

- Collection vehicles
- Commercial / contractors (including farmers)
- Municipal vehicles
- Commercial / municipal brush
- Residential Household Hazardous Waste disposal
- Residential large household / bulky goods and move outs as noted in Service Changes below.

There are occasionally delays at the sites due to the recent changes implemented, including limiting the number of people on the drop-off pad to support COVID-19 physical distancing guidelines.

Preferred methods of payment are debit and credit, using the tap option.

Environmental compliance at all waste management sites continues to be maintained.

The processing of recyclable materials is being maintained, despite a shortage in staffing.

- Plans to remove restrictions at landfills/public drop off depots are being prepared, to be effective Wednesday, May 13. Due to anticipated high demand for site access and limiting the number of residents on the drop-off pad to support COVID-19 physical distancing guidelines, wait times will be longer than normal. Residents will be encouraged to only access sites if necessary.
- Preferred methods of payment are debit and credit, using the tap option.
- Communication pieces are being drafted to advise residents.

Service/Operational Changes

Landfill Service Changes

In order minimize non-essential trips in the community, restrictions have been put in place at our sites. Residents are permitted one trip, every two weeks, to dispose of the following:

- Leaf and yard waste, which is still being collected at the curb
- Grass clippings, but residents are being encouraged to grass cycle
- Oversize brush bundles, tree limbs

Large household item suspension

Curbside collection of large household item / bulk goods for single-family homes and apartments with six units or less is suspended until May 30. This will prioritize regular curbside collection of waste, recycling and organics. Residents are encouraged to hold on to their large household items until service resumes. For those who need to dispose of a large household item due to a residential move out, residents are restricted to one visit per month per license plate for the duration of the service changes. Eligibility for this service will be confirmed by requiring home address information to be provided. Large items brought to Walker Environmental, in Thorold, require a disposal fee.

Leaf and yard waste collection

On April 13, 2020, a limit was set of only three (3) bags/cans of yard waste per collection day for single-family homes and apartments with six (6) units or less. Effective Monday, May 11, this limit was increased to five (5) bags/cans.

The collection of garbage, food waste and recycling will be prioritized over leaf and yard waste. Residents may experience delays with leaf and yard waste collection due to contractor staff shortages from COVID-19 and the increase in volume of waste at the curb due to residents being at home.

Ripped leaf and yard waste bags must be re-bagged or placed in another container to ensure material can be collected. Communication of these changes to advise residents is underway.

Curbside Battery Collection

Battery collection originally scheduled for April 20-24 has been postponed until further notice.

Compost Giveaway

Compost giveaway originally scheduled for May 4-9 has been postponed until further notice.

Recycling/Green Bin Distribution Locations Closed

Residents can use alternative rigid plastic containers.

For more information, visit <https://www.niagararegion.ca/waste>.

Community Events

Presentations, community booths, sites tours and special events recycling have been postponed until June 30.

Significant Initiatives or Actions undertaken

Screening signage, screening protocol and limited door access have been implemented at all facilities. Daily reports of staff well-being and screening are being provided to management for recording and documentation purposes.

Screening protocol for all vendors and contractors has also been implemented at all facilities and sites.

Installation of a portable washroom and hand washing station for commodity drivers to avoid visitors entering the Recycling Centre.

Staggering breaks and lunch to reduce amount of people taking breaks at one time at the Recycling Centre.

Increased cleaning being completed at night and during the day (i.e. between lunch breaks and in high traffic areas).

Installed plexi-glass between sorters on the processing line.

Staff are travelling in separate vehicles to maintain physical distancing per health guidelines.

On-road staff working from home to start and end their day due to lack of public washroom availability, and to reduce the need to enter their work location.

Operational Outlook

1 month

- Staff will assess the viability of commencing with other programs and services that were suspended temporarily such as compost give-away days, curbside battery collection and outreach activities.
- Staff will be working on developing and implementing a communication strategy to inform residents about upcoming service changes that will occur with the new waste collection contracts.
- The Business Continuity Plan with Redeployment Strategy of staff for the Division will be administered accordingly.

3 months

- The Business Continuity Plan with Redeployment Strategy of staff for the Division will be administered accordingly.
- Staff will be developing and implementing communications about the service changes that will occur with the new waste collection contracts.

6 months

- New waste collection contracts are set to commence October 19, 2020. Staff will be working to ensure changes are communicated to the community and that the transition is as seamless as possible.

Niagara Region Transit/Specialized Transit & GO Implementation

Current Status of Operations

Niagara Region Transit (NRT) is operating at a modified version of the “Saturday” level of service:

- All express routes were eliminated (40a, 40b, 45a, 45b, 60a, 65a, 70a, 75a) March 23
- 7:00 a.m. - 9:00 p.m. operating hours effective May 4
- Hourly service on Routes 22, 25, 50, 55, 60, 65, 70 & 75
- Routes 40 and 45 were eliminated as of May 4

Passengers are only permitted to board using the rear door of the buses to maintain physical separation with the driver (as is the case across the province).

Niagara Specialized Transit (NST) is operating at the normal level of service, except trips whose origins or destinations are for a location with reported cases of COVID-19 are not being provided. Reducing hours of operation is not a necessity in this case as Niagara Region only pays for trips that are delivered rather than an hourly rate.

Service/Operational Changes

"Rear door boarding" policy enacted on NRT (unless a wheelchair ramp deployment was required to utilize the front door). This was enacted as of March 23 to limit driver contact and respect physical distancing. This temporary measure of no interaction with the farebox has remained in place across all of Niagara's municipal providers and all transit operators in Ontario. As per AODA legislation, fares are also not being collected on NST. The IMT Working Group is currently exploring bio-barriers to better protect the drivers, which would then allow for reinstatement of front door boarding and thus revenue collection, to resume. However, there is no estimated time for implementation and is still early in the review period.

Significant Initiatives or Actions undertaken

All NRT and NST fleet vehicles have been professionally cleaned/disinfected/sanitized beyond regular protocols, and Aegis antimicrobial spray was applied to all interior surfaces. This work was completed by the local transit service providers as they manage and operate the NRT fleet as part of their own.

Due to the low volume of trips, BTS has made every effort to deliver trips with only a single occupant in each vehicle, although this has not been formalized as a public policy.

Operational Outlook

1 month

- NRT staff will be reviewing ridership data from May 4 to May 30 (inclusive) in order to determine where additional service reductions are viable. Any changes would likely begin Monday, June 1 in order to give the local transit service providers time to make the necessary operational changes to staff complements, schedules, etc. Due to the likelihood that these trips are being taken by essential workers (Long Term Care homes, grocery store staff, access to municipal/regional services, etc.), additional service reductions will require careful evaluation of the resulting effects.
- Resumption of fare collection (boarding through the front door) is being considered as soon as possible, but is currently limited by a number of physical distancing and passenger/driver protection requirements still in place by provincial authorities. Staff will continue to explore ways to mitigate these risks with the aim to resume fare collection in line with transit agencies across the province.

3 months

- Possible further service adjustments based on ridership and in reaction to any provincial changes.
- Front door boarding/revenue collection will be examined in line with provincial regulations.

6 months

- Service adjustments will have to consider whether schools and universities remain closed for Fall semester.

Respectfully submitted and signed by,

Bruce Zvaniga, P.Eng.
Commissioner of Public Works (Interim)

Subject: Weekly Diaper Collection Service for All Households, Regardless of the Number of Children

Report to: Public Works Committee

Report date: Tuesday, May 12, 2020

Recommendations

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

Key Facts

- The purpose of this report is to respond to the Councillor Information Request made at the February 11, 2020 Public Works Committee (PWC) meeting to provide a report respecting weekly diaper collection for families regardless of the number of children.
- Confidential Report PW 69-2019 – Managing Diaper Waste Under Every Other Week (EOW) Garbage Collection was approved by Budget Review Committee of the Whole on November 28, 2019 and included the provision of weekly services as follows:
 - Curbside diaper collection at eligible low-density residential (LDR) households with two (2) or more children under the age of four (4) in diapers,
 - daycares, and
 - medical waste.
- The 2020 Waste Management operating budget, as approved, includes the cost for this weekly collection service.
- LDR households with only one child under the age of four are not eligible for the weekly service.
- This report provides two options to include those households with only one child under the age of four.

Background

Niagara Region's Current Curbside Diaper and Medical Waste Exemption Programs

Niagara Region currently has the following curbside diaper and medical waste exemption programs in place. In order to be eligible to receive these exemption programs, properties need to pre-register with Niagara Region by completing either an

on-line application or mailing in an application, for approval. If approved, properties would need to reapply for these exemption programs, on an annual basis.

i) Curbside Children's Diaper Exemption Program:

- Provided to Eligible LDR properties, up to six (6) units:
 - One (1) clear bag of children's diapers per unit collected per week, for households with two (2) children in diapers under the age of four (4), without a garbage tag.
 - Two (2) clear bags of children's diapers per unit collected per week, for households with three (3) or more children in diapers under the age of four (4), without a garbage tag.
- Provided to daycares operating out of LDR properties, up to six (6) units:
 - Two (2) clear bags of children's diapers collected per week, without a garbage tag.
- The clear garbage bag must only contain diapers and weigh less than 22.7 kg.
- The diaper exemption application process is annual.

ii) Curbside Medical Waste Exemption Program:

- Medical waste must be contained in opaque garbage containers affixed with a medical waste garbage tag.
- Provided to LDR Properties, up to six (6) units, including homes for adults with disabilities, or individuals with a medical condition:
 - Residents can receive either 52 or 104 free medical waste garbage tags annually, depending on the approval from their doctor.
 - Additional tags will be made available, on a case-by-case basis, subject to an annual application process and doctor's approval, every seven (7) years.

- Provided to group homes, homes for adults with disabilities and homes for assisted living:
 - Residents receive 52 free medical waste garbage tags annually.
 - If the group home has individuals with medical conditions, then the group home can also apply for a medical exemption for each eligible individual, in addition to the group home exemption. The group home can apply for the additional medical exemption for each eligible resident and shall note how many additional bags (i.e. 1 or 2) are required to satisfy the medical needs of each resident, each week. The additional medical exemption request is documented on the agency letter head in the form of a letter sent in with the application. No physician approval is required in this case.

Changes effective with new Curbside Collection Contract

Confidential Report PW 69-2019 was approved by Budget Review Committee of the Whole on November 28, 2019, which included the provision of curbside collection of children's diapers and medical waste at eligible LDR households during the off-weeks of EOW garbage collection, resulting in the provision of weekly collection, on a year-round basis.

Those eligible LDR households, which were approved to receive the additional collection of children's diapers and medical waste as noted above, include the following:

- i) Collection of one (1) additional clear garbage bag of children's diapers would occur for those LDR households with two (2) children in diapers, under the age of four (4).
- ii) Collection of two (2) additional clear garbage bags of children's diapers would occur for:
 - LDR households with three (3) or more children in diapers, under the age of four (4); and
 - Daycares operating out of a LDR household, which are either operating under an agency that is provincially licensed, or otherwise can provide documentation to prove that income is generated through childcare.

iii) Collection of one (1) or two (2) additional opaque garbage containers of medical waste, affixed with a medical waste garbage tag, would occur for:

- LDR households that have an individual living with a medical condition (physician's signature is required); and
- Group homes, homes for adults with disabilities and homes for assisted living. The group home to submit a letter on their letterhead stating which residents need a medical waste exemption, and how many additional bags (i.e. 1 or 2) are required each week, for each eligible resident.

In order to be eligible to receive these exemptions, these residents will need to pre-register with Niagara Region by completing an on-line application or mailing in an application for approval. If approved, these residents would need to reapply for these exemption programs every year.

As a result, those LDR households with only one (1) child under the age of four (4) will not be eligible to receive collection of one (1) additional clear garbage bag of children's diapers during the off-weeks of EOW garbage collection, on a year-round basis.

At the February 11, 2020 Public Works Committee (PWC) meeting, a Councillor Information Request was brought forward to provide a report respecting weekly diaper collection for families regardless of the number of children.

Financial Considerations

The annual cost to provide curbside collection of children's diapers to eligible LDR properties with two (2) or more children in diapers, daycares, and medical waste during the off-weeks of EOW garbage collection is \$146,763, which was approved as part of Confidential Report PW 69-2019, with three (3) months of the annualized cost included in the approved 2020 Waste Management operating budget. This cost will be subject to annual contract escalations, and is based on current usage, which could increase in the future, depending on how many eligible LDRs apply for this service.

Under the new collection contracts, the cost to add each eligible LDR property would be \$5 per month, or \$60 per year.

Additional Cost to Provide Curbside Collection of Diapers to Eligible LDR Households with Only One (1) Child During the Off-Weeks of EOW Garbage Collection

The estimates below are based on the City of Ottawa's program usage, which were applied to Niagara Region's number of households with only one (1) child 0-5 years old, and multiplied by the annual cost to add an eligible LDR property, for each Collection Area.

The costs to provide this service to these additional households have not been included in the approved 2020 Waste Management operating budget. If this additional service is approved by Council, it would represent a pressure on the 2020 operating budget starting in October 2020 with the start of the new collection contract.

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 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, with the full impact of the new collection contract included in the 2021 multi-year budget estimate.

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 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 for eligible households under the current program. Note that this recommendation would be subject to the availability of future year reserves and approval of Council for each of 2021 and 2022. However, staff is projecting that the balance of the Stabilization reserve is insufficient to mitigate further budget increases resulting from additions to the current program, and therefore the increase to the local area municipalities would be greater than the 10.2% previously recommended for 2021 and 2022, as noted in each option below.

Option 1 – Provide Weekly Curbside Collection of Diapers, on a Year-Round Basis

Collection costs for Option 1, which would provide eligible LDR households with only one (1) child with curbside collection of diapers during the off-weeks of EOW garbage collection, resulting in the provision of weekly collection, on a year-round basis, are estimated to be between \$107,215 per year (Scenario 1) and \$150,931 per year (Scenario 2), depending on usage (Refer to Appendix 1).

As noted above, the cost to provide this service to these households has not been included in the approved 2020 operating budget, but is estimated to represent an increase up to approximately \$31,500 for 2020, based on the City of Ottawa's usage. The estimated 2021 budget increase would go from the projected 10.2% with reserve mitigation to an estimated 10.6%.

Option 2 – Provide Weekly Curbside Collection of Diapers, for the Period Between April 1 to October 31 Only

Collection costs for Option 2, which would provide eligible LDR households with only one (1) child with curbside collection of diapers during the off-weeks of EOW garbage collection, resulting in the provision of weekly collection, for the seven (7) month period between April 1 and October 31 (warmer months), are estimated to be between \$62,542 per year (Scenario 3) and \$88,043 per year (Scenario 4), depending on usage (Refer to Appendix 1).

As noted above, the cost to provide this service to these households has not been included in the approved 2020 operating budget, but is estimated to represent an increase up to approximately \$18,000 for 2020, based on estimated the City of Ottawa's usage. The estimated 2021 budget increase would go from the projected 10.2% with reserve mitigation to an estimated 10.5%.

Analysis

City of Ottawa's Special Consideration Waste Program

The City of Ottawa's Special Consideration Waste Program was created for residents requiring collection of children's diapers and incontinence products on weeks without scheduled garbage collection.

Participating Ottawa households can place one (1) bag of waste children's diapers and incontinence products out for collection, on the alternating week from garbage collection. Residents must renew their registration annually.

According to Statistics Canada's 2016 Census data, the City of Ottawa had a total of 26,080 LDR households with one (1) or more children from 0 to 5 years old. City of Ottawa staff reported that annual registration in this program ranges between approximately 7,000 households (27%) and 10,000 households (38%), annually.

Options to serve Niagara Region's LDR Households with Only One (1) Child Under the Age of Four (4) in Diapers

Provided below is a breakdown of Niagara's estimated number of LDR households with only one (1) child under the age of four (4), which could potentially be using this additional collection service. These estimates are based on the City of Ottawa's program usage of 27% and 38%, as the City of Ottawa is the only other Ontario municipality, which has a similar curbside diaper exemption program to Niagara Region.

- According to Statistics Canada's 2016 Census data, Niagara had a total of 6,505 LDR households with only one (1) child from 0 to 5 years old.
- Based on the City of Ottawa's program usage of 27%, Niagara's total estimated program uptake for those LDR households with only one (1) child from 0 to 5 years old could be 1,756 households (Scenario 1).
- Based on the City of Ottawa's program usage of 38%, Niagara's total estimated program uptake for those LDR households with only one (1) child from 0 to 5 years old could be 2,472 households (Scenario 2).

Option 1 – Provide Weekly Curbside Collection of Diapers, on a Year-Round Basis

Option 1 would provide those eligible LDR households with only one (1) child with curbside collection of diapers during the off-weeks of EOW garbage collection, resulting in the provision of weekly collection, on a year-round basis.

In order to be eligible to receive this exemption, these residents would need to pre-register with Niagara Region by completing an on-line application or mailing in an application, for approval. If approved, these residents would need to reapply for the exemption every year.

Based on current practice, the additional collection of diapers would include the following:

- i) Collection of one (1) additional clear garbage bag of children's diapers would occur during the off-weeks of EOW garbage collection, on a year-round basis, for those LDR households with one (1) child in diapers, under the age of four (4).

Based on the City of Ottawa's program usage, the additional cost to provide Option 1, as noted above, would range between \$107,215 per year (Scenario 1) and \$150,931 per year (Scenario 2) (Refer to Appendix 1).

Option 2 – Provide Weekly Curbside Collection of Diapers, for the Period of April 1 to October 31 Only

Option 2 would provide those eligible LDR households with only one (1) child with curbside collection of diapers during the off-weeks of EOW garbage collection, for the period between April 1 to October 31 only. The additional service would be provided in a manner parallel to that of Option 1 above.

Based on the City of Ottawa's program usage, the additional cost to provide Option 2, as noted above, would range between \$62,542 per year (Scenario 3) and \$88,043 per year (Scenario 4) (Refer to Appendix 1).

Administration Support

In 2019, a total of 624 diaper exemption applications were processed by Niagara Region. Scenario 1, as shown in Appendix 1, would result in an additional 1,756 eligible LDR households with only one (1) child applying for year-round diaper collection service (see Appendix 1), which is an increase of approximately 281% in the total number of applications to be processed for Niagara Region's diaper exemption program. It is anticipated that this work can be accommodated with current staff support; however, additional resources may be required in the future if the workload associated with processing applications becomes too great for existing staff to manage.

Alternatives Reviewed

Staff have presented two options in this report for the provision of curbside collection of diapers only to eligible LDR households with only one (1) child during the off-weeks of EOW garbage collection, for Committee's consideration.

Alternatively, Niagara Region implements the recommendations as presented in CSD 70-2019 – 2020 Budget-Waste Management Services Operating Budget and Requisition – REVISED, which includes the cost for weekly collection of diapers and medical waste for those households with two (2) or more children under the age of four (4) in diapers, daycares, and medical waste during the off-weeks of EOW garbage collection.

Relationship to Council Strategic Priorities

This report supports Council's Strategic Priority of Responsible Growth and Infrastructure Planning.

Other Pertinent Reports

PW 69-2019 – Managing Diaper Waste Under Every Other Week Garbage Collection

Prepared by:

Brad Whitelaw, BA, CIM, P.Mgr., CAPM
Program Manager, Policy and Planning
Waste Management Services

Recommended by:

Bruce Zvaniga, P.Eng.
Commissioner of Public Works (Interim)
Public Works Department

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Lucy McGovern, Program Manager, Collection & Diversion Operations, and Sara Mota, Program Financial Specialist, and reviewed by Lydia Torbicki, Manager, Waste Policy and Planning, and Sherri Tait, Acting Manager, Collection and Diversion Operations and Catherine Habermebl, Director, Waste Management Services.

Appendices

Appendix 1 Additional Cost to Provide Curbside Collection of Diapers Only to Eligible
 LDR Households with One (1) Child During the Off-Weeks of EOW
 Garbage Collection

Appendix 1 – Additional Collection Cost to Provide Curbside Collection of Diapers to Eligible LDR Households with Only One (1) Child During the Off-Weeks of EOW Garbage Collection

Option 1 – Year-Round Service:

| Scenario | Estimated Number of Households (Hhlds) | Annual Cost per Household (including net HST) | Additional Annual Cost (including net HST) |
|----------------------------------|----------------------------------------|-----------------------------------------------|--------------------------------------------|
| Scenario 1 (Based on 27% Uptake) | 1,756 | \$61.06 | \$107,215 |
| Scenario 2 (Based on 38% Uptake) | 2,472 | \$61.06 | \$150,931 |

Option 2 – Seven (7) Month Service (April 1 to October 31):

| Scenario | Estimated Number of Households | Cost per Month per Household (including net HST) | Additional Seven (7) Month Cost (including net HST) |
|----------------------------------|--------------------------------|--------------------------------------------------|-----------------------------------------------------|
| Scenario 3 (Based on 27% Uptake) | 1,756 | \$5.09 | \$62,542 |
| Scenario 4 (Based on 38% Uptake) | 2,472 | \$5.09 | \$88,043 |

MEMORANDUM

PWC-C 12-2020

Subject: Procurement Progress Report Liquid Biosolids & Residual Management

Date: May 12, 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 & Residuals Management Program.

Fairness Commissioner: The non-binding Request for Quotation closed on March 12, 2020 and of the five (5) submissions electronically opened at the closing, the lowest compliant bid was from Optimus SBR Inc for the bid amount of \$8312.50 excluding HST

Subject Matter Expert: The non-binding Request for Quotation closed on March 19, 2020 and of the three (3) submissions electronically opened at the closing, the lowest compliant bid was from CH2M Hill Canada Limited (Jacobs) for the bid amount of \$27,430.00 excluding HST

Pursuant to a March 30, 2020 Project Kick Off meeting with Regional Staff and representatives from the aforementioned companies, Procurement has scheduled weekly project meetings; set up a SharePoint site for the RFP and affirm that the project is on schedule for bid issuance on May 1, 2020.

As part of the Fairness Commissioners assignment, they reviewed the procurement process undertaken by Niagara Region for the services of a Subject Matter Expert.

"We certify that the principles of openness, fairness, consistency and transparency have been, in our opinion, properly established and maintained and all Proponents treated consistently in the evaluation process and in accordance with the Project RFQ documents. Furthermore, we were not made aware of any issues that emerged during the process that would have impaired the fairness of this initiative."

Respectfully submitted and signed by

Bart Menage, CSCMP, CRM, C.P.M.
Director, Procurement & Strategic Acquisitions

Subject: Council Motion Re 2020 Water and Wastewater Budget Increase
Deferral

Report to: Public Works Committee

Report date: Tuesday, May 12, 2020

Recommendations

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

Key Facts

- The purpose of this report is to respond to a Council motion "*That the Region DEFER the 2020 water and wastewater rate increases to October 1, 2020*" which was made at the April 23, 2020 Regional Council meeting during review of CSD 31-2020 – Concessions to Local Area Municipalities regarding Taxes and Water Wastewater Billings.
- The 2020 Water and Wastewater Budget was approved on December 12, 2019 therefore the reduction in revenue/requisition associated with the above motion is a reconsideration of the previously approved budget.
- The months of January to March have already been billed to and collected from the local area municipalities using the approved 2020 requisition amounts, therefore a \$3.1 million amendment to the budget is required in order to revert back to the 2019 Budget for April 1 to October 1, 2020.
- At year-end 2019, the water and wastewater stabilization reserves had uncommitted balances of \$3.0M and \$1.3M, respectively therefore insufficient wastewater reserves are available to fund a budget amendment and manage other risks of operation for the remainder of the year.
- At the time of this report, ten of the eleven municipalities have approved 2020 water and wastewater budgets and six have already billed on this basis (which is inclusive of the Region's 2020 requisition amounts). Approval of this motion would require municipal decisions regarding the amounts already billed and collected, whether municipalities will have to amend their budget, adjust their rates or if they will retain the incremental amount collected.
- Staff is not recommending this deferral for the reasons described in the report and would suggest that a more appropriate way to provide relief to the public as a result of Covid-19 would be to consider relief in the 2021 budget preparation.

Financial Considerations

As identified with the 2020 Water and Wastewater Budget as approved on December 12, 2019, Council approved an increase of 5.15% (\$6 million) to the budget which was estimated to have an impact on the average residential user ranging from approximately \$23 to \$35 annually.

At the April 23, 2020 Council meeting, Council passed a motion requesting a report back to the Public Works Committee outlining the impacts of deferring the 2020 water and wastewater requisition increases until October 1, 2020. The motion is included below for reference:

*“That the Region **DEFER** the 2020 water and wastewater rate increases to October 1, 2020.” – Mayor Campion*

Items to be considered regarding this motion are as follows:

- A deferral of the 2020 budget increase for any portion of the year will result in a budget shortfall which would require a budget amendment and amendments to by-laws 2019-94 and 2019-95 as the requisition amounts would change from what was previously approved.
- The 2020 budget was effective for billings to the local area municipalities beginning January 1, 2020. Therefore monthly water and wastewater amounts have been billed to and collected from the area municipalities for January through March.
- Ten of the eleven municipalities that have water and wastewater services have approved their 2020 water and wastewater operating budgets and six have started to bill based on 2020 approved rates (representing approximately 50% of the total water and wastewater budget for the Region).
- From a practical matter it would be more appropriate to consider this motion as applicable to only adjusting the budget from April 1 to October 1 (six months) however impacts have also been provided for a nine month deferral with a note of the additional considerations related to a retroactive adjustment back to January 1, 2020
- Any decrease in the Regional requisition amounts would not automatically result in savings to property owners. For any savings to flow through to property owners, the area municipality would also need to amend their budgets and reduce rates for 2020
- Any one time budget reductions necessary to accommodate a 2020 amendment to the budget would create additional pressure on the 2021 budget to reinstate the programs and re-establish current service levels.

- Water and wastewater stabilization reserves are currently significantly underfunded relative to Policy and risk mitigation needs therefore the use of these reserves to fund the budget amendment may not leave sufficient balances to mitigate unanticipated expenditures or year-end deficits.

In order to apply the amendment to October 1, 2020 on a prospective basis only (six months), it would create a revenue shortfall of \$0.9 million for water and \$2.2 million for wastewater for a total of \$3.1 million. This would decrease the average residential household impact for 2020 by half to approximately \$12 to \$18 annually over 2019.

Table 1 – Revenue Shortfall for 6 Month Amendment

| | Water | Wastewater | Total |
|-----------------------------------------------|----------------|-------------------|--------------------|
| 2020 Net Requisition (as per Approved Budget) | 45,920,957 | 77,020,694 | 122,941,651 |
| Amended Revenue | 45,041,444 | 74,850,226 | 119,891,670 |
| Revenue Shortfall | 879,513 | 2,170,468 | 3,049,981 |

Applying the amendment retroactively for the months of January through September 2020 would create a revenue shortfall of \$1.3 million for water and \$3.3 million for wastewater for a total of \$4.5 million and consideration of the following:

- Refunds to the local area municipalities will be required for January to March
- Six municipalities will need to consider budget amendments
- These six municipalities will need to address overbilling to the residents for any period already billed to the residents and businesses

A nine month amendment would decrease the average residential household impact for 2020 to approximately \$6 to \$9 annually over 2019.

Table 2 – Revenue Shortfall for 9 Month Amendment

| | Water | Wastewater | Total |
|-----------------------------------------------|------------------|-------------------|--------------------|
| 2020 Net Requisition (as per Approved Budget) | 45,920,957 | 77,020,694 | 122,941,651 |
| Amended Revenue | 44,655,019 | 73,764,992 | 118,420,011 |
| Revenue Shortfall | 1,265,938 | 3,255,702 | 4,521,640 |

Options to Address Budget Amendment

As previously noted, the anticipated shortfalls would be approximately \$0.9 million and \$2.2 million for water and wastewater, respectively, under the six month prospective approach. A summary of mitigation options can be found in Table 3 with further explanation below.

Table 3 – Revenue Shortfall Mitigation (\$)

| | Water | Wastewater | Total |
|-----------------------------------------------|----------------|-------------------|--------------------|
| 2020 Net Requisition (as per Approved Budget) | 45,920,957 | 77,020,694 | 122,941,651 |
| Amended Revenue | 45,041,444 | 74,850,226 | 119,891,670 |
| Revenue Shortfall | 879,513 | 2,170,468 | 3,049,981 |
| | | | |
| Mitigation Options: | | | |
| (1) CSO Grant Program 1/2 Cancellation | 0 | 1,000,000 | 1,000,000 |
| (2) Operational Savings | 414,803 | 170,468 | 585,271 |
| (3) Stabilization Reserve Funding | 464,710 | 1,000,000 | 1,479,513 |
| Total Mitigation | 879,513 | 2,170,468 | 3,049,981 |

(1) CSO Grant Program Cancellation for 2020 – Each year the Region partners with area municipalities to fund combined sewer overflow separation initiatives. The 2020 annual budget for this program is \$4 million with \$2 million funded from the rate requisition and \$2 million from Development Charges. Cancelling half of this for the year would provide \$1 million to offset anticipated revenue shortfalls for the wastewater requisition but will create additional pressures in 2021 to reinstate the program.

The Region currently has \$16 million in commitments to 10 municipalities for approved but unspent CSO projects as per Appendix 1. Deferring a portion of the 2020 CSO funding may allow municipalities to focus on the historical projects.

St. Catharines staff have identified one project that would be impacted if the Regional CSO funds were not approved in 2020 as the project has been tendered. The City would need to find funds to replace the CSO Regional funds as this project needs to continue in 2020.

(2) Operational Savings – Staff have also identified approximately \$0.6 million in operational savings as a result of covid-19 that could be utilized to offset revenue

shortfalls. Removing these savings will cause budget pressures in 2021 as these costs will be proposed to be reinstated into the 2021 budget. These savings include:

- a. **Water** – \$0.4 million – One-time cancellation of public outreach events including the annual Children's Water Festival (\$77K), the Water Wagon program (\$75K), student positions (\$221), conferences (\$15K) and salary gapping (\$27K). These would only be one-time reductions as public outreach events have a significant positive impact on the community in terms of education of the general public and the youth in the Niagara Region. Any salary gapping savings are temporary to 2020 as it is anticipated all positions will be filled post pandemic.
- b. **Wastewater** – \$0.2 million – One-time cancellation of student positions. Hiring students provides the labour to complete general tasks in the division in order to free up Water and Wastewater staff to concentrate on more complex tasks. As well, the student positions provide job opportunities for youth and develop the future workforce.

(3) Stabilization Reserve Funding – The purpose of the stabilization reserves is to provide a funding source for one-time non-reoccurring costs, operating deficits, mitigation/phase-in of significant impacts (water sales, etc.) or contingency. Utilizing the stabilization reserves for this purpose would be in compliance with this policy. However, based on the Reserve and Reserve Fund Policy, the stabilization reserves for water and wastewater should have a balance equal to 10%-15% of the gross operating expense budget. As per Table 4 the projected balance is below the target balance.

A review of year to date flows for water has identified a significant decline in actual/forecasted flows against the budget as a result of local infrastructure improvements and impacts of Covid-19. This variance is an additional pressure of \$1.4 million for 2020. The only way to mitigate this decrease in revenue would be to utilize the stabilization reserve at year-end.

Table 4 – Stabilization Reserve Continuity Schedules (\$)

| | Water | Wastewater |
|--------------------------------------------------|---------------------|---------------------|
| Available Balance after Commitments | 2,985,000 | 1,348,000 |
| Used as Mitigation as per the Above | 464,710 | 1,000,000 |
| 2020 Anticipated Water Variable Revenue Variance | 1,366,114 | 0 |
| Projected 2020 year-end Balance | 1,154,176 | 348,000 |
| % of Gross Operating Budget | 5.3% | 0.7% |
| Target Reserve Balance | 2.2M to 3.3M | 4.8M to 7.3M |

(4) Capital Reserve – A decrease to capital reserve contributions for 2020 or use of existing water and wastewater capital reserves as a means of offsetting the anticipated revenue shortfalls is not presented. A ten year capital funding gap of \$1.2 billion exists of which \$420 million relates to water and wastewater therefore would impact sustainability of funding for capital and create increasing funding pressure in future years.

(5) Retroactive 9 Month Amendment – In addition to the \$3 million in option identified above, an additional \$1.5 million in budget reductions would need to be identified.

- a. **Water** – Use of stabilization reserve of \$0.4 million which would reduce the projected reserve balance to \$0.8 million, or 3.5% of gross operating expense.
- b. **Wastewater** – Cancellation of full CSO grant program for 2020 (\$1 million) plus the use of stabilization reserve of \$0.1 million which would reduce the projected reserve balance to \$0.2 million, or 0.5% of gross operating expense.

Analysis

The budget increase is requisitioned to local area municipalities based on the approved methodology based on flows. Variations in the flows will cause the budget increase to impact municipalities differently. The six month prospective budget amendment option described previously will impact the municipalities in accordance with Tables 5 and 6. The 2018 wastewater reconciliation amount remains unchanged and therefore excluded from the analysis.

As seen in Table 5 and 6, the six month prospective budget amendment still results in an increase in the 2020 requisitions over 2019 which would have to be considered in the municipalities' 2020 budget. The previously approved water budget increase of 3.80% would therefore be reduced to 1.9% and impact the local area municipalities in accordance with Table 5. The previously approved wastewater budget increase of 5.97% would therefore be reduced to 2.99% and impact the local area municipalities in accordance with Table 6.

Table 5 – Water Fixed Requisition (\$) – 2019 By-law vs. 2020 Six month Amended Budget

| Municipality | 2019 By-Law | 2020 Deferral Period | Difference | % Increase |
|---------------------|--------------------|-----------------------------|-------------------|-------------------|
| Fort Erie | 891,561 | 883,168 | (8,393) | -0.94% |
| Grimsby | 619,814 | 596,945 | (22,869) | -3.69% |
| Lincoln | 440,441 | 444,478 | 4,037 | 0.92% |
| Niagara Falls | 2,934,620 | 2,956,014 | 21,394 | 0.73% |
| Niagara-on-the-Lake | 598,784 | 612,288 | 13,504 | 2.26% |
| Pelham | 240,909 | 232,226 | (8,683) | -3.60% |
| Port Colborne | 588,466 | 598,844 | 10,378 | 1.76% |
| St. Catharines | 2,920,423 | 2,987,201 | 66,778 | 2.29% |
| Thorold | 395,051 | 419,391 | 24,340 | 6.16% |
| Welland | 1,265,722 | 1,367,032 | 101,310 | 8.00% |
| West Lincoln | 163,933 | 172,393 | 8,460 | 5.16% |
| Total | 11,059,724 | 11,269,982 | 210,258 | 1.90% |

Table 6 – Wastewater Fixed Requisition (\$) – 2019 By-law vs. 2020 Six month Amended Budget

| Municipality | 2019 By-Law | 2020 Deferral Period | Difference | % Increase |
|---------------------|--------------------|-----------------------------|-------------------|-------------------|
| Fort Erie | 7,596,338 | 7,817,231 | 220,893 | 2.91% |
| Grimsby | 3,324,124 | 3,634,887 | 310,763 | 9.35% |
| Lincoln | 2,837,406 | 2,865,590 | 28,184 | 0.99% |
| Niagara Falls | 14,727,578 | 14,687,622 | (39,956) | -0.27% |
| Niagara-on-the-Lake | 2,960,936 | 3,095,635 | 134,699 | 4.55% |
| Pelham | 1,353,523 | 1,340,186 | (13,337) | -0.99% |
| Port Colborne | 4,076,742 | 4,416,062 | 339,320 | 8.32% |
| St. Catharines | 20,740,949 | 21,298,401 | 557,452 | 2.69% |
| Thorold | 3,535,506 | 3,789,910 | 254,404 | 7.20% |
| Welland | 10,363,446 | 10,702,005 | 338,559 | 3.27% |
| West Lincoln | 1,163,210 | 1,202,697 | 39,487 | 3.39% |
| Total | 72,679,758 | 74,850,226 | 2,170,468 | 2.99% |

The retroactive nine month amendment calculations relative to the 2019 budget are in Appendix 2. Also, provided in Appendix 3 is a summary of the amended budget relative to the 2020 previously approved requisition amounts.

Alternatives Reviewed

Amending the 2020 water and wastewater budgets is not recommended due to the unsustainable impacts that this will have on the already approved budget and the budgets of local area municipalities. Impacts of COVID-19 will be considered in the preparation of the 2021 budget.

The two options of prospective or retroactive budget amendment to implement the motion being considered are provided in the Analysis section of the report however they are not being recommended. Concessions provided by the local area municipalities and supported by the Region with extended payment terms will provide some relief to the property owners in addition to future sustainable considerations in the 2021 budget.

Relationship to Council Strategic Priorities

- **Objective 3.3: Maintain Existing Infrastructure** – The 2020 Water and Wastewater operating budgets as approved contained enhanced capital financing representing a 3.15% increase over 2019 which is a key component to maintaining existing Regional infrastructure.
- **Objective 4.3: Fiscally Sustainable** – The 2020 Water and Wastewater operating budgets was developed to foster financial stability in delivering critical infrastructure and services.

Other Pertinent Reports

[CSD 71-2019](#) – 2020 Budget – Water and Wastewater Operating Budget, Rate Setting and Requisition

[CSD 31-2020](#) – Concessions to Local Area Municipalities regarding Taxes and Water Wastewater Billings

Prepared by:

Helen Chamberlain, CPA, CA
Director, Financial Management &
Planning/Deputy Treasurer
Corporate Services

Recommended by:

Todd Harrison, CPA, CMA
Commissioner/Treasurer
Corporate Services

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Pamela Hamilton, Program Financial Specialist, and Joe Tonellato, Director, Water and Wastewater Service, and reviewed by Margaret Murphy, Associate Director, Budget Planning & Strategy.

Appendices

| | |
|------------|-----------------------------------------------------------------------------------|
| Appendix 1 | CSO Project Budget Remaining by Year |
| Appendix 2 | Fixed Requisitions - 2019 By-law compared to the 2020 Nine Month Budget Amendment |
| Appendix 3 | 2020 Budget Requisition compared to 2020 Budget Amendment |

Summary of CSO Project Remaining Budget Encumbrance by Municipality by Year of 2019 Year-End (\$)

| Municipality | Year | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | Grand Total |
|----------------------------|------------------|----------------|----------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Fort Erie | | | | 8,729 | 242,342 | 9,844 | 414,581 | 786,000 | 1,461,497 |
| Grimsby | 1,503,293 | | | | 136,308 | | | | 1,639,601 |
| Lincoln | | | | | 379 | 2,100 | 312,182 | 391,165 | 705,826 |
| Niagara Falls | | 4,566 | 229,644 | 547,174 | 320,759 | 538,935 | 401,663 | 615,879 | 2,658,620 |
| Niagara-on-the-Lake | | | | | | | 150,000 | 150,000 | 300,000 |
| Pelham | | | | 5,173 | | | 50,000 | 15,000 | 70,173 |
| Port Colborne | | | | | 186,460 | 98,684 | | | 285,144 |
| St. Catharines | | 371,751 | 464,097 | 479,376 | 1,375,676 | 528,374 | 1,102,654 | 1,243,200 | 5,565,128 |
| Thorold | | | | 213,663 | 248,255 | 10,569 | 299,465 | 10,590 | 782,543 |
| Welland | | | | 385,000 | 265,898 | 264,067 | 970,901 | 719,200 | 2,605,066 |
| Grand Total | 1,503,293 | 376,317 | 693,741 | 1,639,116 | 2,776,077 | 1,452,574 | 3,701,446 | 3,931,034 | 16,073,598 |

Appendix 2 - 2019 By-law Fixed Charges Compared to 2020 Amended Fixed Charges

Table 1 – Water Fixed Requisition (\$) – 2019 By-law vs. 2020 Nine month Amended Budget

| Municipality | 2019 By-Law | 2020 Amended Budget | Difference | % Increase |
|---------------------|--------------------|----------------------------|-------------------|-------------------|
| Fort Erie | 891,561 | 874,930 | (16,631) | -1.87% |
| Grimsby | 619,814 | 591,377 | (28,437) | -4.59% |
| Lincoln | 440,441 | 440,332 | (109) | -0.02% |
| Niagara Falls | 2,934,620 | 2,928,440 | (6,180) | -0.21% |
| Niagara-on-the-Lake | 598,784 | 606,577 | 7,793 | 1.30% |
| Pelham | 240,909 | 230,059 | (10,850) | -4.50% |
| Port Colborne | 588,466 | 593,258 | 4,792 | 0.81% |
| St. Catharines | 2,920,423 | 2,959,336 | 38,913 | 1.33% |
| Thorold | 395,051 | 415,479 | 20,428 | 5.17% |
| Welland | 1,265,722 | 1,354,280 | 88,558 | 7.00% |
| West Lincoln | 163,933 | 170,785 | 6,852 | 4.18% |
| Total | 11,059,724 | 11,164,853 | 105,129 | 0.95% |

Table 2 – Wastewater Fixed Requisition (\$) – 2019 By-law vs. 2020 Nine month Amended Budget

| Municipality | 2019 By-Law | 2020 Amended Budget | Difference | % Increase |
|---------------------|--------------------|----------------------------|-------------------|-------------------|
| Fort Erie | 7,596,338 | 7,703,891 | 107,553 | 1.42% |
| Grimsby | 3,324,124 | 3,582,186 | 258,062 | 7.76% |
| Lincoln | 2,837,406 | 2,824,043 | (13,363) | -0.47% |
| Niagara Falls | 14,727,578 | 14,474,670 | (252,908) | -1.72% |
| Niagara-on-the-Lake | 2,960,936 | 3,050,753 | 89,817 | 3.03% |
| Pelham | 1,353,523 | 1,320,755 | (32,768) | -2.42% |
| Port Colborne | 4,076,742 | 4,352,035 | 275,293 | 6.75% |
| St. Catharines | 20,740,949 | 20,989,601 | 248,652 | 1.20% |
| Thorold | 3,535,506 | 3,734,961 | 199,455 | 5.64% |
| Welland | 10,363,446 | 10,546,839 | 183,393 | 1.77% |
| West Lincoln | 1,163,210 | 1,185,259 | 22,049 | 1.90% |
| Total | 72,679,758 | 73,764,992 | 1,085,234 | 1.49% |

Appendix 3 – 2020 Council Approved Requisitions Compared to Amended Budget

Table 1 – Total Water Requisition Impact 6 Month Prospective Budget Amendment (Variable & Fixed)

| Municipality | 2020 Net Budget Allocation | 6 Month Budget Amendment | Total Reduction (\$) | Total Reduction (%) |
|---------------------|-----------------------------------|---------------------------------|-----------------------------|----------------------------|
| Fort Erie | 3,598,580 | 3,510,000 | (88,579) | -2.5% |
| Grimsby | 2,432,329 | 2,397,982 | (34,347) | -1.4% |
| Lincoln | 1,811,083 | 1,781,956 | (29,128) | -1.6% |
| Niagara Falls | 12,044,653 | 11,777,809 | (266,843) | -2.2% |
| NOTL | 2,494,845 | 2,463,425 | (31,420) | -1.3% |
| Pelham | 946,232 | 926,537 | (19,695) | -2.1% |
| Port Colborne | 2,440,066 | 2,393,457 | (46,609) | -1.9% |
| St. Catharines | 12,171,726 | 11,936,888 | (234,838) | -1.9% |
| Thorold | 1,708,861 | 1,691,152 | (17,709) | -1.0% |
| Welland | 5,570,145 | 5,461,697 | (108,449) | -1.9% |
| West Lincoln | 702,438 | 700,541 | (1,896) | -0.3% |
| Total | 45,920,957 | 45,041,444 | (879,513) | -1.9% |

The 6 month prospective budget amendment would impact each municipality differently depending on their share of relative flows. The 2020 Water operating budget as approved contained an increase of 3.80% over 2019. The 6 month prospective budget amendment would reduce the impact to 1.9% and would range from approximately a reduction of \$1,896 to \$266,843.

Table 2 – Total Wastewater Requisition Impact 6 Month Prospective Budget Amendment (Fixed)

| Municipality | 2020 Net Budget Allocation | 6 Month Budget Amendment | Total Reduction (\$) | Total Reduction (%) |
|---------------------|-----------------------------------|---------------------------------|-----------------------------|----------------------------|
| Fort Erie | 8,043,911 | 7,817,231 | (226,680) | -2.82% |
| Grimsby | 3,740,290 | 3,634,887 | (105,403) | -2.82% |
| Lincoln | 2,948,685 | 2,865,590 | (83,095) | -2.82% |
| Niagara Falls | 15,113,526 | 14,687,622 | (425,904) | -2.82% |
| NOTL | 3,185,401 | 3,095,635 | (89,766) | -2.82% |
| Pelham | 1,379,048 | 1,340,186 | (38,862) | -2.82% |
| Port Colborne | 4,544,117 | 4,416,062 | (128,055) | -2.82% |
| St. Catharines | 21,916,001 | 21,298,401 | (617,600) | -2.82% |
| Thorold | 3,899,808 | 3,789,910 | (109,898) | -2.82% |
| Welland | 11,012,336 | 10,702,005 | (310,331) | -2.82% |
| West Lincoln | 1,237,572 | 1,202,697 | (34,875) | -2.82% |
| Total | 77,020,694 | 74,850,226 | (2,170,468) | -2.82% |

The 6 month prospective budget amendment would impact each municipality uniformly since both are utilizing 2020 budgeted flows. The 2020 Wastewater operating budget as approved contained an increase of 5.97% over 2019. The 6 month prospective budget amendment would reduce the impact to 2.99%. The amendment would create differentials ranging from approximately reduction of \$34,875 to \$617,600.

**Table 3 – Total Water Requisition Impact 9 Month Retroactive Budget Amendment
(Variable & Fixed)**

| Municipality | 2020 Net Budget Allocation | 9 Month Budget Amendment | Total Reduction (\$) | Total Reduction (%) |
|---------------------|-------------------------------------------|-------------------------------------|---------------------------------|--------------------------------|
| Fort Erie | 3,598,580 | 3,479,392 | (119,187) | -3.31% |
| Grimsby | 2,432,329 | 2,378,268 | (54,061) | -2.22% |
| Lincoln | 1,811,083 | 1,767,517 | (43,566) | -2.41% |
| Niagara Falls | 12,044,653 | 11,676,733 | (367,920) | -3.05% |
| NOTL | 2,494,845 | 2,444,875 | (49,970) | -2.00% |
| Pelham | 946,232 | 918,892 | (27,340) | -2.89% |
| Port Colborne | 2,440,066 | 2,370,390 | (69,676) | -2.86% |
| St. Catharines | 12,171,726 | 11,835,568 | (336,158) | -2.76% |
| Thorold | 1,708,861 | 1,676,223 | (32,638) | -1.91% |
| Welland | 5,570,145 | 5,412,850 | (157,295) | -2.82% |
| West Lincoln | 702,438 | 694,342 | (8,095) | -1.15% |
| Total | 45,920,957 | 44,655,049 | (1,265,908) | -2.76% |

The 9 month retroactive budget amendment would impact each municipality differently depending on their share of relative flows. The 2020 Water operating budget as approved contained an increase of 3.80% over 2019. The 9 month retroactive budget amendment would reduce the impact to 0.94% and would range from approximately a reduction of \$8,095 to \$367,920.

Table 4 – Total Wastewater Requisition Impact 9 Month Prospective Budget Amendment (Fixed)

| Municipality | 2020 Net Budget Allocation | 9 Month Budget Amendment | Total Reduction (\$) | Total Reduction (%) |
|---------------------|-----------------------------------|---------------------------------|-----------------------------|----------------------------|
| Fort Erie | 8,043,911 | 7,703,891 | (340,020) | -4.23% |
| Grimsby | 3,740,290 | 3,582,186 | (158,104) | -4.23% |
| Lincoln | 2,948,685 | 2,824,043 | (124,642) | -4.23% |
| Niagara Falls | 15,113,526 | 14,474,670 | (638,856) | -4.23% |
| NOTL | 3,185,401 | 3,050,753 | (134,648) | -4.23% |
| Pelham | 1,379,048 | 1,320,755 | (58,293) | -4.23% |
| Port Colborne | 4,544,117 | 4,352,035 | (192,082) | -4.23% |
| St. Catharines | 21,916,001 | 20,989,601 | (926,400) | -4.23% |
| Thorold | 3,899,808 | 3,734,961 | (164,847) | -4.23% |
| Welland | 11,012,336 | 10,546,839 | (465,497) | -4.23% |
| West Lincoln | 1,237,572 | 1,185,259 | (52,313) | -4.23% |
| Total | 77,020,694 | 73,764,992 | (3,255,702) | -4.23% |

The 9 month retroactive budget amendment would impact each municipality uniformly since both are utilizing 2020 budgeted flows. The 2020 Wastewater operating budget as approved contained an increase of 5.97% over 2019. If the 9 month retroactive budget amendment were to be approved, the increase would be reduced to 1.49%. The amendment would create differentials ranging from approximately reduction of \$52,313 to \$926,400.

Minute Item No. 3.1

The Need for COVID-19 Testing in Niagara

1. That the Regional Municipality of Niagara **SUPPORT** all local initiatives including exploring of a publically run, licenced lab in Niagara, that are intended to fight against COVID-19, including expanded laboratory testing, construction of personal protective equipment (PPE) and producing hand hygiene products;
2. That the Regional Municipality of Niagara **REQUEST** the Province of Ontario take all necessary steps to continue to ensure adequate testing capacity be provided for Niagara's residents in the interest of expediting the public health and economic recovery of the Region; and
3. That the Regional Clerk **BE DIRECTED** to send a letter to the Minister of Health to indicate the Region's request for continued adequate testing in the provincial laboratory network.

Minute Item No. 6.1

PHD-C 2-2020

COVID-19 Response and Business Continuity in Public Health & Emergency Services

That Correspondence Item PHD-C 2-2020, being a memorandum from Dr. M. M. Hirji, Acting Medical Officer of Health/Commissioner, Public Health, dated May 12, 2020, respecting COVID-19 Response and Business Continuity in Public Health & Emergency Services, **BE RECEIVED**; and

That the Medical Officer of Health **BE DIRECTED** to immediately release COVID-19 data by municipality.

Minute Item No. 6.2

COM-C 15-2020

COVID-19 Response and Business Continuity in Community Services

That Correspondence Item COM-C 15-2020, being a memorandum from A. Jugley, Commissioner, Community Services, dated May 12, 2020, respecting COVID-19 Response and Business Continuity in Community Services, **BE RECEIVED** for information.

Minute Item No. 6.3

COM 7-2020

Regional Emergency Social Services Plan

That Report COM 7-2020, dated May 12, 2020, respecting Regional Emergency Social Services Plan, **BE RECEIVED** for information.

Minute Item No. 6
Consent Items for Information

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

COM 8-2020

Housing and Homelessness Action Plan Update 2019

COM 9-2020

Seniors Services Volunteer Report

COM 10-2020

Medical Directors Annual Report 2019 – Long-Term Care Homes

COM-C 11-2020

2019-RFP-308 – Housing with Supports – Supported Transitional Housing Request for Proposal Award Results

COM-C 12-2020

Welland City Council Correspondence re: Shelter Program Solution

COM-C 13-2020

2019-RFP-305 - Prevention Request for Proposal Award Results

COM-C 14-2020

2020 RFPQ-08 – Niagara Emergency Energy Fund (NEEF) Request for Pre-Qualification Award Results

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

**PHSSC 4-2020
Tuesday, May 12, 2020
Council Chamber/Teleconference
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee Members Present in the Council Chamber: Chiocchio (Committee Co-Chair), Greenwood (Committee Co-Chair)

Committee Members Present via Teleconference: Bellows, Bradley (Regional Chair), Butters, Darte, Foster, Gibson, Heit, Insinna, Ip, Nicholson, Rigby, Sendzik, Villella, Whalen, Witteveen

Council Members Present via Teleconference: Disero, Easton, Zalepa

Absent/Regrets: Jordan

Staff Present in the Council Chamber: S. Guglielmi, Technology Support Analyst, Dr. M. M. Hirji, Acting Medical Officer of Health/Commissioner, Public Health, A. Jugley, Commissioner, Community Services, A.-M. Norio, Regional Clerk

Staff Present via Teleconference: C. Cousins, Director, Homelessness and Community Engagement, M. Johnston, Community Safety & Well-Being Program Manager, H. Koning, Director, Senior Services, K. Lotimer, Legislative Coordinator, K. Smith, Chief/Director, Emergency Medical Services, R. Tripp, Acting Chief Administrative Officer

1. CALL TO ORDER

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

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. **PRESENTATIONS**

3.1 **The Need for COVID-19 Testing in Niagara**

Jim Ryan, resident, Town of Niagara-on-the-Lake, and Tim Curtis, resident, City of St. Catharines, provided information respecting The Need for Covid-19 Testing in Niagara. Topics of the presentation included:

- Regional Health and Economic Situation, Personal Situation, Current Situation
- Gold Standard - South Korea - Why the Difference
- Key Issues
- Looking Ahead
- Options - Cost of Option 4
- Actions To Date
- Next Steps

Moved by Councillor Ip
Seconded by Councillor Foster

Whereas the COVID-19 virus is a serious virus that has been responsible for over 50 deaths to date in the Niagara Region;

Whereas the economy of Niagara Region has been severely impacted by the mandatory and necessary closures;

Whereas a number of local businesses and organizations in Niagara have approached the Niagara Region to offer products or services to help combat the effects of COVID-19;

Whereas medical experts have advised that recovery will depend in part on widespread testing and contact tracing;

Whereas Niagara Region recognizes and congratulates the Province on its success in expanding testing capacity such that there is now excess capacity in the system;

Whereas the testing of COVID-19 is completed through a provincially run network of accredited and licensed laboratories;

NOW THEREFORE BE IT RESOLVED:

1. That the Regional Municipality of Niagara **SUPPORT** all local initiatives that are intended to fight against COVID-19, including expanded laboratory testing, construction of personal protective equipment (PPE) and producing hand hygiene products;

2. That the Regional Municipality of Niagara **REQUEST** the Province of Ontario take all necessary steps to continue to ensure adequate testing capacity be provided for Niagara's residents in the interest of expediting the public health and economic recovery of the Region; and
3. That the Regional Clerk **BE DIRECTED** to send a letter to the Minister of Health to indicate the Region's request for continued adequate testing in the provincial laboratory network.

Moved by Councillor Nicholson
Seconded by Councillor Sendzik

That clause 1 of the motion **BE AMENDED** to read as follows:

1. That the Regional Municipality of Niagara **SUPPORT** all local initiatives ***including exploring of a publically run, licenced lab in Niagara,*** that are intended to fight against COVID-19, including expanded laboratory testing, construction of personal protective equipment (PPE) and producing hand hygiene products;

Carried

Moved by Councillor Foster
Seconded by Councillor Sendzik

That the question be called.

Carried

Committee Co-Chair Chiocchio called the vote on the motion, as amended, as follows:

Whereas the COVID-19 virus is a serious virus that has been responsible for over 50 deaths to date in the Niagara Region;

Whereas the economy of Niagara Region has been severely impacted by the mandatory and necessary closures;

Whereas a number of local businesses and organizations in Niagara have approached the Niagara Region to offer products or services to help combat the effects of COVID-19;

Whereas medical experts have advised that recovery will depend in part on widespread testing and contact tracing;

Whereas Niagara Region recognizes and congratulates the Province on its success in expanding testing capacity such that there is now excess capacity in the system;

Whereas the testing of COVID-19 is completed through a provincially run network of accredited and licensed laboratories;

NOW THEREFORE BE IT RESOLVED:

1. That the Regional Municipality of Niagara **SUPPORT** all local initiatives including exploring of a publically run, licenced lab in Niagara, that are intended to fight against COVID-19, including expanded laboratory testing, construction of personal protective equipment (PPE) and producing hand hygiene products;
2. The Regional Municipality of Niagara **REQUEST** the Province of Ontario take all necessary steps to continue to ensure adequate testing capacity be provided for Niagara's residents in the interest of expediting the public health and economic recovery of the Region; and
3. That the Regional Clerk **BE DIRECTED** to send a letter to the Minister of Health to indicate the Region's request for continued adequate testing in the provincial laboratory network.

Recorded Vote:

Yes (14): Bradley, Butters, Chiocchio, Dart, Foster, Gibson, Greenwood, Insinna, Ip, Nicholson, Sendzik, Villella, Whalen, Witteveen.

No (1): Rigby.

Carried

4. DELEGATIONS

There were no delegations.

5. ITEMS FOR CONSIDERATION

There were no items for consideration.

6. CONSENT ITEMS FOR INFORMATION

6.1 PHD-C 2-2020

COVID-19 Response and Business Continuity in Public Health & Emergency Services

Moved by Councillor Whalen

Seconded by Councillor Witteveen

That Correspondence Item PHD-C 2-2020, being a memorandum from Dr. M. M. Hirji, Acting Medical Officer of Health/Commissioner, Public Health, dated May 12, 2020, respecting COVID-19 Response and Business Continuity in Public Health & Emergency Services, **BE RECEIVED** for information.

Moved by Councillor Sendzik
Seconded by Councillor Darté

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

That the Medical Officer of Health **BE DIRECTED** to immediately release COVID-19 data by municipality.

Carried

Committee Co-Chair Chiochio called the vote on the motion as amended, as follows:

That Correspondence Item PHD-C 2-2020, being a memorandum from Dr. M. M. Hirji, Acting Medical Officer of Health/Commissioner, Public Health, dated May 12, 2020, respecting COVID-19 Response and Business Continuity in Public Health & Emergency Services, **BE RECEIVED**; and

That the Medical Officer of Health **BE DIRECTED** to immediately release COVID-19 data by municipality.

Carried

6.2 COM-C 15-2020
COVID-19 Response and Business Continuity in Community Services

Moved by Councillor Butters
Seconded by Councillor Foster

That Correspondence Item COM-C 15-2020, being a memorandum from A. Jugley, Commissioner, Community Services, dated May 12, 2020, respecting COVID-19 Response and Business Continuity in Community Services, **BE RECEIVED** for information.

Carried

6.3 COM 7-2020
Regional Emergency Social Services Plan

Cathy Cousins, Director, Homelessness & Community Engagement and Michelle Johnston, Community Safety & Well-Being Program Manager, provided information respecting Emergency Social Services Plan Update. Topics of the presentation included:

- Plan Update: Scope of Emergency Social Services Plan
- Plan Update: Types of Emergency Social Services Responses
- Plan Update: Structure of Emergency Social Services Plan
- Community Partners

- CSD ESS Team Composition/Service Expectations
- Capacity and Training

Moved by Councillor Butters
Seconded by Councillor Rigby

That Report COM 7-2020, dated May 12, 2020, respecting Regional Emergency Social Services Plan, **BE RECEIVED** for information.

Carried

6. CONSENT ITEMS FOR INFORMATION

Moved by Councillor Ip
Seconded by Councillor Nicholson

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

COM 8-2020
Housing and Homelessness Action Plan Update 2019

COM 9-2020
Seniors Services Volunteer Report

COM 10-2020
Medical Directors Annual Report 2019 – Long-Term Care Homes

COM-C 11-2020
2019-RFP-308 – Housing with Supports – Supported Transitional Housing
Request for Proposal Award Results

COM-C 12-2020
Welland City Council Correspondence re: Shelter Program Solution

COM-C 13-2020
2019-RFP-305 - Prevention Request for Proposal Award Results

COM-C 14-2020
2020 RFPQ-08 – Niagara Emergency Energy Fund (NEEF) Request for Pre-
Qualification Award Results

Carried

7. OTHER BUSINESS

7.1 International Nursing Week

Dr. Hirji, Acting Medical Officer of Health, announced that it was International Nurses Week and recognized nurses throughout the organization for the extraordinary work they do.

7.2 Regional Long-Term Care Home Redevelopment Projects

Committee members requested information respecting the Regional Long-Term Care Home redevelopment projects and the incorporation of guidelines supporting infection control practices. Adrienne Jugley, Commissioner, Community Services, advised that while there has been some delay, both projects are still moving ahead. She advised that a memorandum providing an update on the two projects will be included on the agenda for the Public Health and Social Services Committee meeting scheduled for June 16, 2020. Henriette Koning, Director, Senior Services, advised that the design plans for these new homes do provide features that support infection prevention and control. Further to the enquiry of committee, Ms. Jugley advised that there are minimum standards for development set by the Ministry of Long-Term Care that must be followed for all new long-term care home buildings.

7.3 Canadian Medical Association Foundation Donation

Councillor Ip requested information respecting the Canadian Medical Association Foundation donation to municipalities, specifically when funds are expected to be received and how the funds will be used. Adrienne Jugley, Commissioner, Community Services, advised Committee members that information respecting the distribution of these funds has not yet been released; but will share this information with Council when it becomes available.

7.4 Community Outreach

Councillor Greenwood announced that the Niagara Falls Rotary Club had donated three iPads to the COVID-19 units at the Niagara Health sites and would be providing iPads to Regional Long-Term Care Homes to assist families to stay in touch with loved ones.

Councillor Whalen announced that he had assisted in handing out groceries that were donated by an anonymous donor and noted that Club Calabrese had purchased 28,000 visors for hospitals.

7.5 COVID-19 Data Availability for First Responders.

Councillor Foster requested an update respecting the type of COVID-19 data available to first responders. Kevin Smith, Chief/Director of Emergency Medical Services, advised that the Ministry of Health created a database to provide first-responders with the ability to have advance knowledge of persons who tested positive for COVID-19. He noted that there were issues with the information contained in the database so it was not being used locally; however, staff are ensuring that current processes are providing the best level of safety.

8. NEXT MEETING

The next meeting will be held on Tuesday, June 16, 2020 at 1:00 p.m.

9. ADJOURNMENT

There being no further business, the meeting adjourned at 4:07 p.m.

Councillor Greenwood
Committee Co-Chair

Councillor Chiocchio
Committee Co-Chair

Kelly Lotimer
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

The Need for COVID-19 Testing in Niagara

Jim Ryan



Niagara-on-the-Lake, ON L0S 1J0

Tim Curtis

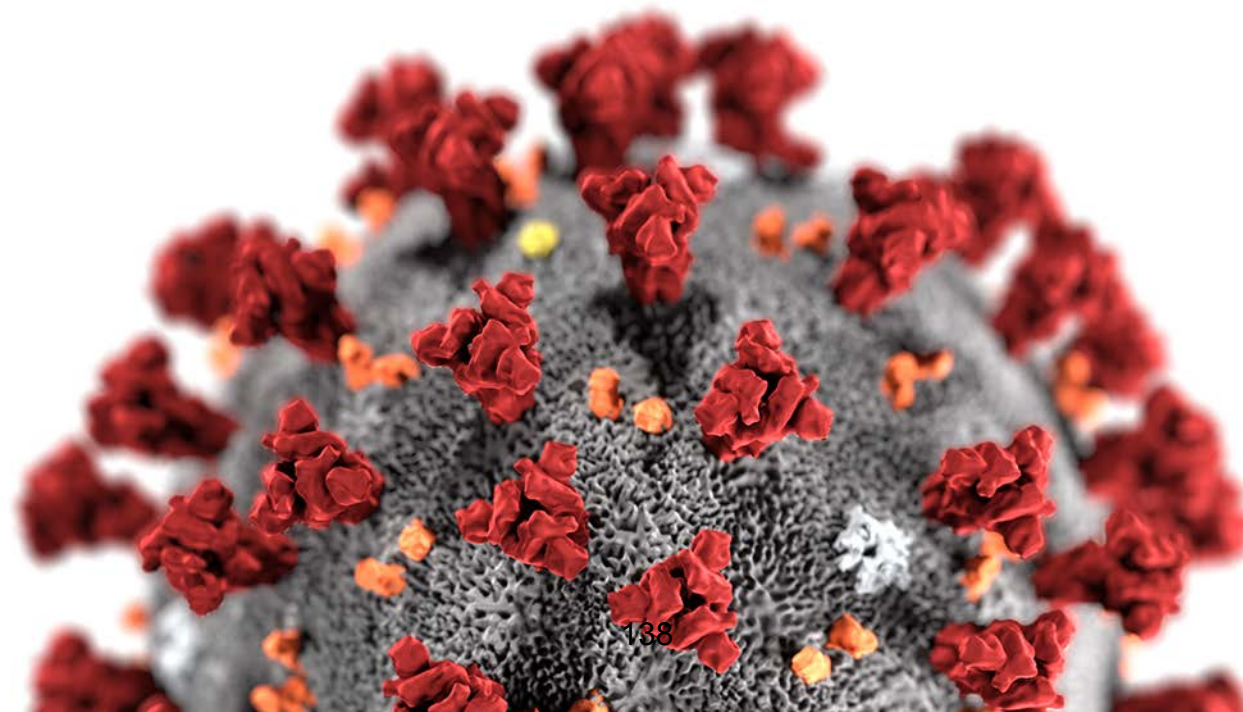


St. Catharines, ON L2T 3S3

Two Niagara citizens who believe massive testing and tracking is required if we are going to beat the COVID virus and get the economy moving before we have a vaccine.

The Need for COVID-19 Testing in Niagara

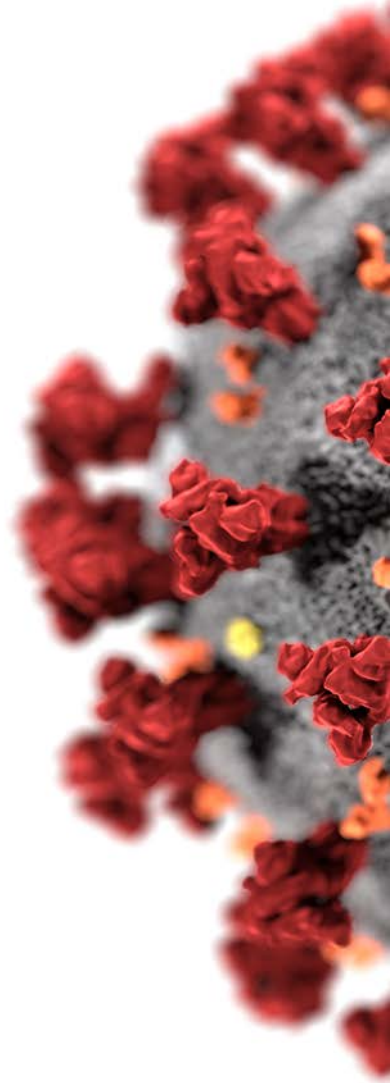
A CALL TO ACTION





The Ask

Support and cooperation to develop a publicly run licensed laboratory, sample collection system and tracking system within Niagara Region to be in place no later than September 1, 2020.

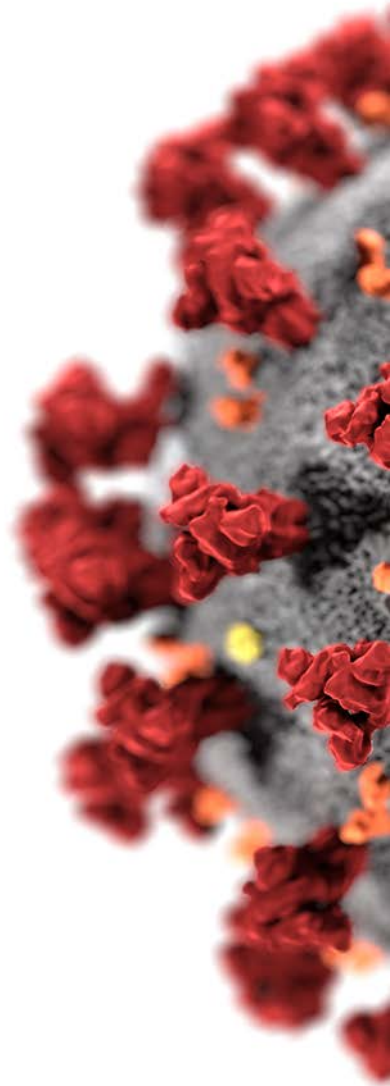




Our Regional Health Situation

- Niagara population 450,000
- Tested in Niagara 7,000 or 1.53% *
- Positive tests 472
- Untested population includes:
 - Current asymptomatic positives (% unknown)
 - Previous asymptomatic positives (% unknown)
 - Never infected (% unknown)

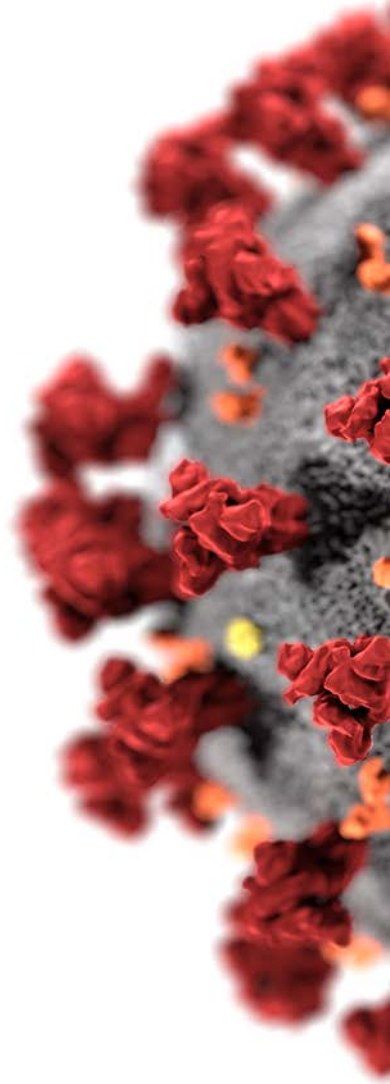
* Includes double testing





Our Regional Economic Situation

- Population of Niagara – 450,000
- GDP of Niagara - \$18.5 Billion per annum
- Every 1% drop costs \$185 million
- What is the unemployment rate?
- How many businesses will not recover?
- Government revenues ↓ Government expenses ↑





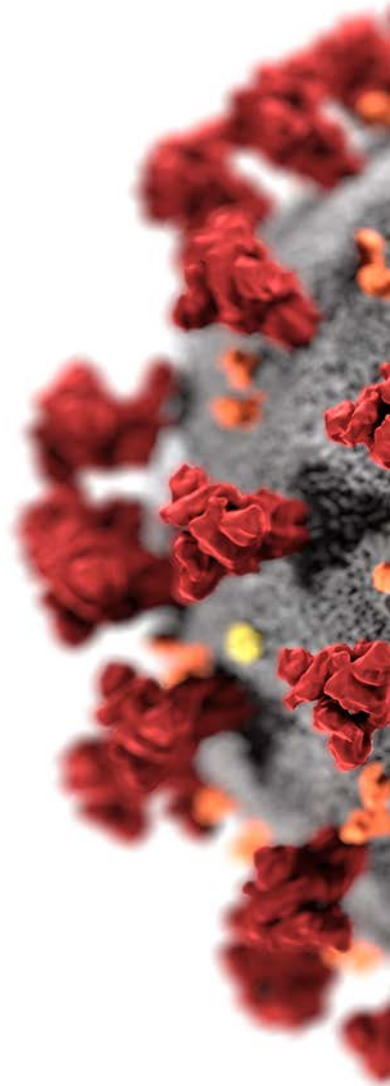
Personal Situation

Financial hardships:

- Unemployed?
- Working from home (stress)
- Savings and pension plans down (stress)
- Future uncertainty (stress)

Social isolation hardships:

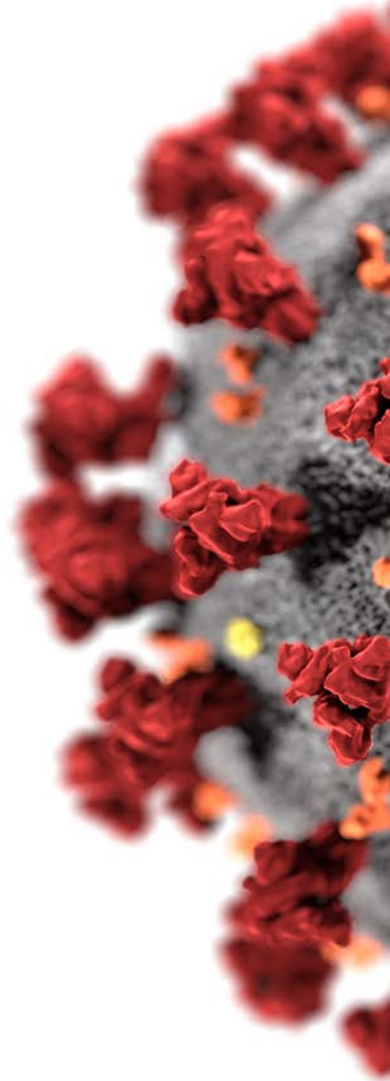
- No direct contact with friends and extended family
- No sports, gatherings, concerts, shows
- Growing frustration





Current Situation

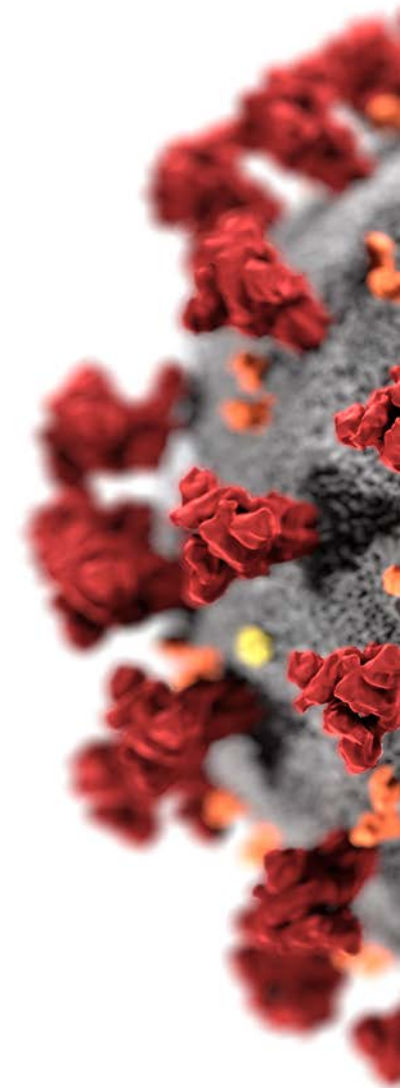
- Sample collection done at two makeshift collection centres
- Need referral to get tested (or a front line worker) and not all get tested.
- 7,000 tests to date including multiple tests per person
- No general population testing. Only 12,000 per day in all of Ontario (target 16,000).
- No lab sites for testing in Niagara
- Extended wait times
- Limited data for analysis or confidence
- Minimal tracking





Gold Standard – South Korea

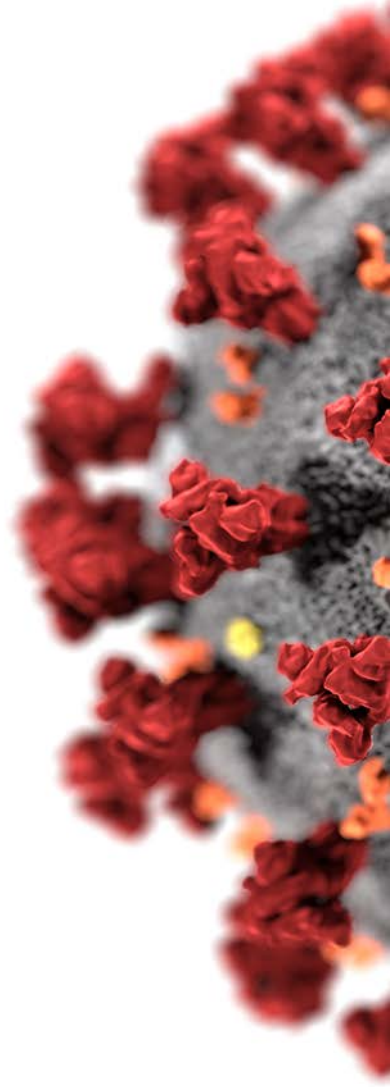
| | South Korea | Canada |
|------------------------------|-------------|---------|
| Population (2019 - millions) | 51.6 | 37.6 |
| Cases (May 3) | 10,801 | 59,844 |
| Deaths (May 3) | 282 | 3,766 |
| Tests (May 3) ³ | 633,921 | 897,444 |





Why the Difference

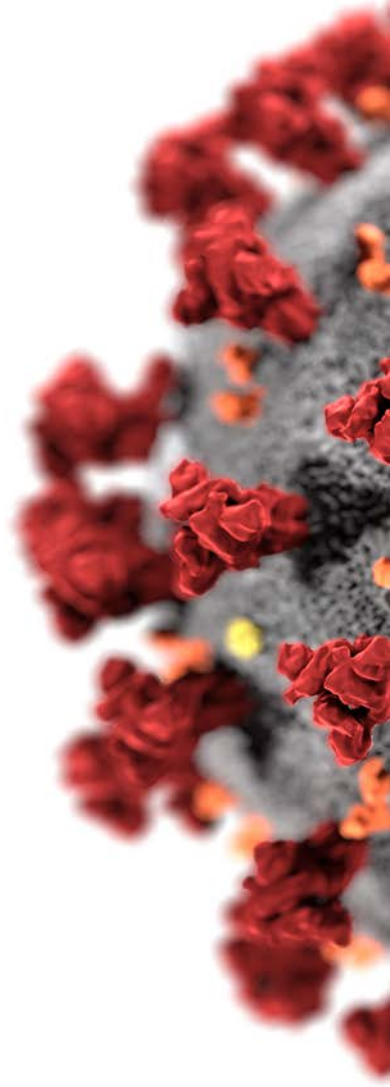
- More testing earlier by South Korea
- Quicker isolation of positive tests
- Outstanding tracking system
- Result = fewer deaths and lower economic impact





Key Issues

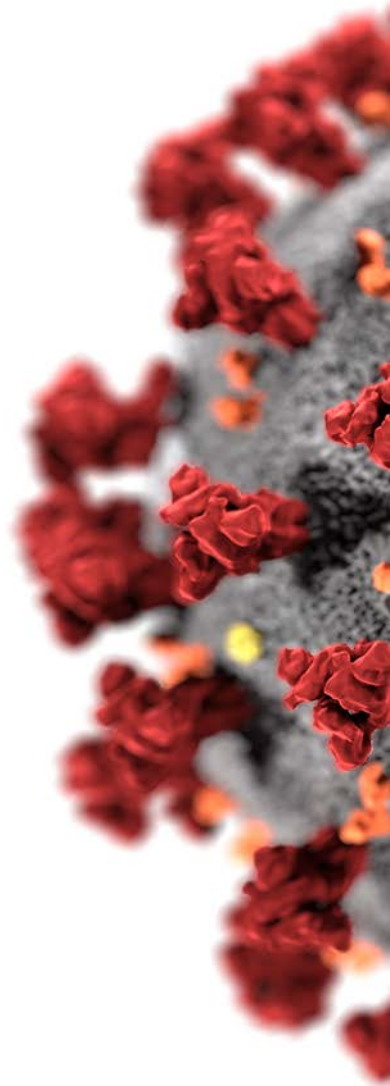
- Lack of testing capacity and slow turnaround time
- Lack of diligent tracking and isolation process
- Widespread isolation versus targeted isolation





Looking Ahead

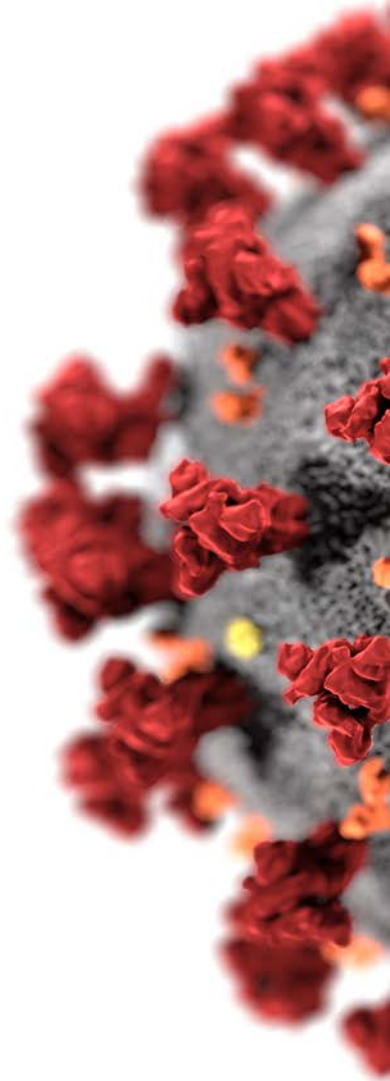
- More infections if we open too soon
- ***More waves of COVID-19***
- Potential mutations
- ***Fall flu season***
- No immunities guaranteed
- Children going back to school in the fall





Options

1. Let nature run its course (lengthy)
2. Open gradually and respond to increase infections (no data so possibility of widespread isolation again)
3. Widespread testing with tracking
 - 10,000 a day testing
 - Results in 24 hours
 - All Niagara in 50 days
4. Less aggressive testing with tracking
 - 5,000 a day testing
 - Results in 24 hours
 - All Niagara in 100 days





Cost of Option 4

Capital \$2-4 million

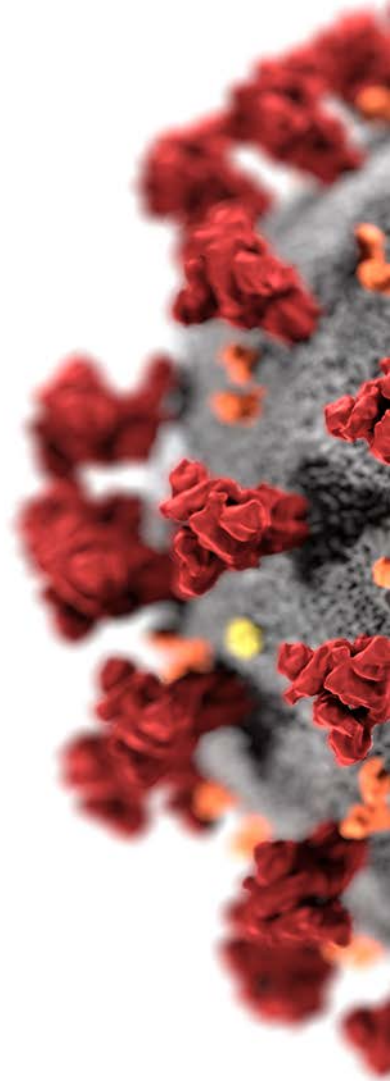
Annual Operating of the Lab \$3 million

Testing and Tracking >\$250k per day or \$1.8 million/week

Submitted proposal to Province of Ontario seeking approval and a budget

Federal funding may be available to assist in paying for project

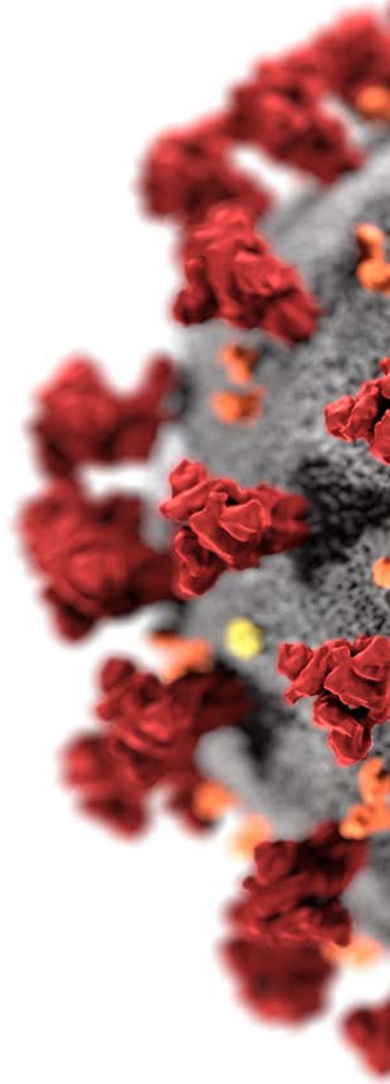
Regional support would enhance potential for success





Actions To-Date

- Sourced equipment and supplies for proposed level of testing through a local enterprise (Norgen)
- Received support from Niagara Health Sciences
- Two options for laboratory location
- Submitted proposal to Government of Ontario

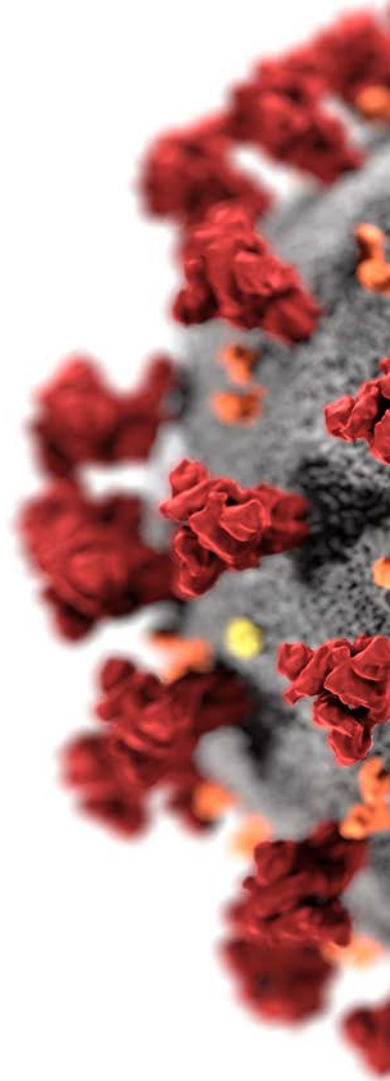




Next Steps

Seek Niagara Region Council support and cooperation for initiative

1. Commitment to action – Sept 1 go live date
2. Appoint steering committee
3. Appoint full time experienced project head
4. Three full time managers
 1. Laboratory manager
 2. Sample collection manager
 3. Tracing manager
5. Give mandate and budget
6. Remove roadblocks



MEMORANDUM

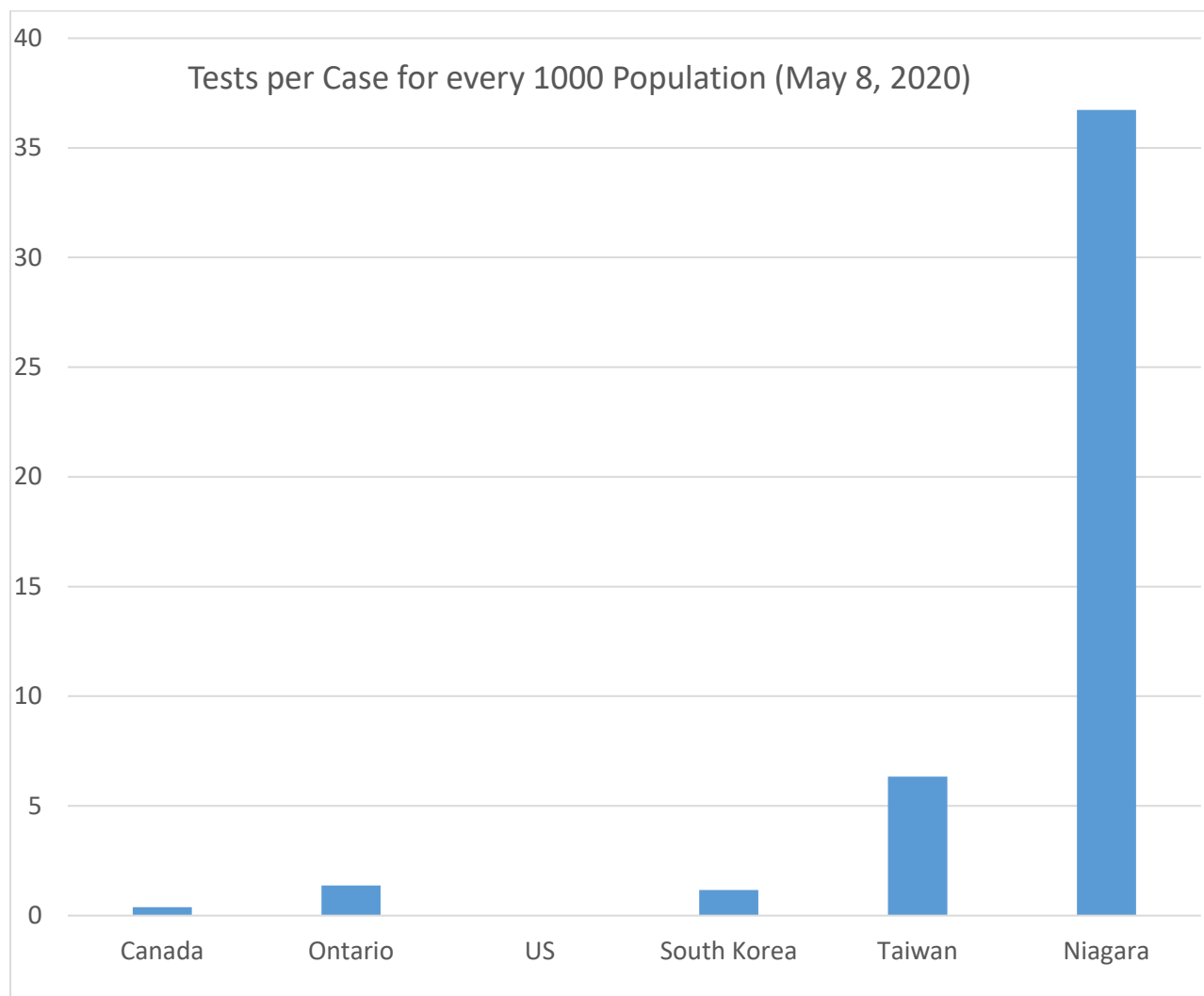
PHD-C 2-2020

Subject: COVID-19 Response and Business Continuity in Public Health & Emergency Services
Date: May 12, 2020
To: Regional Council
From: M. Mustafa Hirji, Medical Officer of Health & Commissioner (Acting)

Current Status as of May 8, 2020

- The latest updates including statistics can be found at <https://niagararegion.ca/covid19>
- There continues to be success in “flattening the curve” and reducing the spread of COVID-19 in Niagara. Effective May 8, 2020, cases are doubling every 48 days, an improvement from every 19 days at the last update April 23, and from the peak of every 2.5 days on April 3. For comparison, Ontario and Canada see infections doubling around every 30 days. Therefore, Niagara has better controlled the spread of COVID-19 than the province or the country, on average.
- A significant contributor to this slowing has been success in managing long term care and retirement home outbreaks and reducing infections originating in them.
- Although we are seeing success in slowing the spread of COVID-19, the infection is not gone and will never be gone. Until there is broad immunity throughout the population, the infection will circulate more as we open society more.
- In recognition of this, the province has released [A Framework for Reopening our Province](#) which outlines a slow, phased approach to re-opening the economy and social life, likely taking many months. This is to carefully calibrate how much openness is possible in the economy and social interactivity without an unmanageable surge of new infections. The province's lifting of restrictions will eventually stop at a point which will not resemble normal life, but where circulation of COVID-19 remains manageable. The province advises that we can expect to experience months to years in this state where physical distancing, minimizing interaction with others, working from home, and restrictions on normal life continue. The province advises that normal life can only resume once effective therapeutics or vaccinations are available.

- With the province indicating that the first phases of lifting restrictions could come very soon, Public Health is shifting efforts within Environmental Health to prepare supports for businesses to operate safely as provincial restrictions are lifted.
- Since early April, Public Health has promoted testing of anyone with symptoms, however mild, to ensure as much infection as possible is being actively managed and their contacts isolated. The available testing data in Niagara (which underestimates the true volume of testing), when adjusted for our population (more testing expected with more population) and cases (more testing if there are more cases spreading infection) is very strong. Niagara is faring better than national and international comparators, including countries such as South Korea and Taiwan who are seen as the models for the rest of the world, despite undercounting Niagara's testing (see graphs). The lopsided nature of the graphs reflect that Niagara is testing very widely, but finding few cases.
- Given expansive testing, capacity by Niagara Health to further expand testing at its assessment centres, and major capacity increases to case and contact management locally, Public Health stands ready for the increase of infection circulation likely once provincial emergency orders start to be loosened and lifted.



Previous (April 23) Summary on Business Continuity (Updates Underlined)

Public Health & Emergency Services deliver essential services year-round to impact the health and health equity of Niagara residents, and to pursue Council's strategic goal of building a Healthy and Vibrant Community. During the current pandemic, the department is playing a central role in the response to protect and mitigate the impacts of COVID-19, while also continuing the essential work around all other health issues that continue to affect residents.

While COVID-19 has commanded the primary focus of Public Health and society at large, it is important to remember that most of the pre-existing health issues continue to exist and are responsible for more deaths (4,500 per year in Niagara) than the projected number of deaths from COVID-19 in Niagara (250–1,000 deaths).

Activity in Public Health & Emergency Services reflects focusing on COVID-19 response, while also ensuring ongoing service to protect the health in other essential areas.

Public Health Emergency Operations Centre for COVID-19

Current Status of Operations

Public Health began work in response to COVID-19 on January 8, 2020. As volume of activities grew, the Public Health Emergency Operations Centre was partly activated on January 28, 2020 to ensure coordination of work and central leadership. By March 9, staff had begun to be redeployed from regular duties to supporting the activities of the Emergency Operations Centre, which was fully activated at this time.

Significant Initiatives or Actions Taken

There are three principle lines of response to COVID-19:

1. **Case, Contact, and Outbreak Management.** Public Health is following-up with every person diagnosed with COVID-19 to ensure they are isolated and no longer infecting others. Public Health identifies all contacts of that person who may also have been infected, and arranges for those contacts to be isolated as well. That way, if they develop illness, they cannot have exposed anyone. By isolating all persons who may be infected with COVID-19, the chain of transmission can be broken. Case and contact management will be critical to ensuring ongoing control of COVID-19 transmission if and when physical distancing measures are relaxed.

A critical subset of this work is advising and supporting the management of outbreaks in long term care homes, retirement homes, and other health care facilities. We have seen that most cases and deaths in Niagara, Ontario, and Canada as a whole have occurred in these settings. Better protecting them and supporting these facilities to manage outbreaks are our top priority.

Public Health usually has 12 staff working on case, contact, and outbreak management year-round for 75 diseases of public health significance (e.g. measles, influenza, salmonella, HIV). Within the Emergency Operations Centre, this has been scaled-up to 57 front line FTE as well as 20 FTE of support staff and leadership staff through redeployment of staff from other public health

programs. In addition, Public Health is further expanding its capacity by “out sourcing” some of this work to staff offered by the Public Health Agency of Canada and to medical students. The operation now works 7 days a week, 08:00 to 20:00.

2. **Supporting Health Care & Social Services Sector.** The health care and social services sectors play an essential role in supporting those most vulnerable, including diagnosing and caring for those who contact COVID-19. Public Health has been working with the sector to advise and support protocols that will minimize risk of infection to both clients and staff. We are also helping health care providers acquire personal protective equipment and testing materials.

An additional role around supporting the health care system has been to enable Niagara Health to maximize the capacity of its COVID-19 assessment centres. Public Health has been temporarily assessing and prioritizing persons concerned about COVID-19 for testing at the assessment centres. Public Health is in the process of transitioning this effort to primary care providers so that Public Health staff can shift to focus even more on other elements of COVID-19 response. A dedicated health care provider phone line supports health care providers in providing advice and latest recommendations around COVID-19.

Approximately 50 FTE currently support the health care and social services sector within the Emergency Operations Centre, all redeployed from normal public health work.

3. **Public Messaging.** Given the rapidly changing landscape of COVID-19. Public Health seeks to provide the public with the information to address their fears and concerns, as well as to understand their risk and how to protect themselves. These efforts include a comprehensive web site library of frequently asked questions, an information phone line to speak to a health professional that operates 09:15 to 20:30 on weekdays and 09:15 to 16:15 on weekends, an online chat service with health professionals that operates during the same hours, social media, and approximately 20 media interviews per week. Daily, Public Health has over 20,000 interactions with the public across all channels.

Approximately 10 staff have been redeployed from usual public health operations to support the Emergency Operations Centre with public messaging.

In addition to these lines of work, there is significant work around data entry, customizing data systems and process management to make the above three lines of work as efficient and effective as possible. As well, there are comprehensive planning teams, logistics teams, a finance and administration team, and liaison activities. Approximately 45 staff have been reallocated to these activities.

Finally, existing mass immunization plans are being updated and preparedness is underway for if and when a COVID-19 vaccination is available.

Operational Outlook

1 month

- Continued scaling up of Case & Contact Management capacity

3 months to 6 months

- Projections on operations in the future will depend on Provincial government policy decisions around COVID-19 response. The expectation is that current emergency operations would continue with emphasis shifting based on provincial response.

Clinical Services Division (Excluding Mental Health)

Current State of Operations

Most efforts in this area normally focus on infectious disease prevention. Almost all staff (76.5 FTE of 84 total) have been reallocated to the Emergency Operations Centre for COVID-19 response. Current operations are limited to

- case and contact management of sexually transmitted infections
- case and contact management of significant infectious diseases (e.g. tuberculosis, measles)
- distributing provincial vaccination stockpiles to primary care
- inspecting primary care for appropriate cold chain with respect to vaccinations
- advising primary care around complex immunization scenarios
- emergency contraception
- outreach to marginalized populations around vaccination and sexual health

Services/Operational Changes

- Cessation of immunization clinics
- Cessation of school vaccinations
- Cessation of enforcing the *Immunization of School Pupils Act*
- Cessation of supplying the public with immunization records
- Cessation of sexual health clinics
- Cessation of health promotion around vaccinations
- Cessation of health promotion around healthy sexuality

Operational Outlook

1 month & 3 months

- Continued minimal operations in order to enable COVID-19 response

6 months

- If schools re-open in the fall, school-based vaccinations may resume.

Mental Health

Current State of Operations

Mental Health supports clients in the community who would often otherwise need to be hospitalized. This work is critical to keep people out of the hospital and ensure health system capacity for those with COVID-19. As well, given current challenges around loss of employment, anxiety, and social isolation, delivery of mental health services is more important than ever. 59.8 of 65 staff remain in their role with Mental Health.

Services/Operational Changes

- Shift of some in-person clinics to remote delivery
- Reduction in some volume of work to shift 10 FTE to Emergency Operations and to provide mental health case management in shelters.

Operational Outlook

- Anticipate no changes to current operations over the next 6 months.

Environmental Health

Current State of Operations

Several lines of inspection have been discontinued due to closures of certain sectors (e.g. food services, personal services, recreational pools). However, others are more important than ever (e.g. infection control inspections of long term care homes and retirement homes). Approximately 20 of 43 FTE have been reallocated to Emergency Operations, some formally redeployed but many not redeployed. The remaining staff focus on

- Investigation of animal bites for rabies prevention
- Investigation of health hazards
- Foodborne illness complaints
- Food premises complaints
- Infection prevention and control lapse investigations
- Inspection of remaining food premises (e.g. take-outs)
- Inspection of housing and infection prevention amongst temporary foreign workers
- Support and advice to private drinking water and small drinking water system operators
- Surveillance and prevention of West Nile Virus, Lyme Disease, and other vector borne diseases
- Investigation of adverse water quality
- Supporting businesses and other partners with infection prevention and control, especially as many businesses move to re-open
- Supporting operators with other unique health risks from resuming after a period of extended closure, such as flushing and managing stale water in pipes

Services/Operational Changes

- Reduction of food services inspections
- Cessation of personal services inspections
- Cessation of inspection of recreational water (pools, splash pads, spas)
- Increase of infection control investigations of long term care facilities and retirement homes
- Refocusing infection control investigations of day cares to focus on very frequent inspection of those that remain operational

Operational Outlook

1 month

- Further increases in detail and intensity of inspections of long term care facilities and retirement homes

3 month & 6 month

- Projections on operations in the future will depend on Provincial government policy decisions around COVID-19 response. Loosening of social restrictions might necessitate resumption of inspections of food services, personal services, beaches, and other areas.

Chronic Disease & Injury Prevention

Current State of Operations

Chronic illnesses are responsible for 70% of ill health and lead to more deaths (75,000 deaths per year in Ontario) than are likely to be caused by COVID-10 (Ontario government projects 3,000 to 15,000 deaths from COVID-19). Chronic diseases are likely to be exacerbated during this period of social restrictions. As well, since chronic disease make one more likely to suffer severe illness from COVID-19, mitigating chronic diseases remains a high priority.

Efforts are being consolidated around three areas:

1. Mental health promotion. This reflects the greater risk of persons suffering mental health challenges including suicide during this time.
2. Substance use prevention. This reflects the risk of greater substance use while people are unemployed and lack other means of recreation.
3. Health eating and physical activity. The goal is to ensure physical activity despite current social restrictions, and support healthy eating when mostly fast food is available to purchase for take-out.

The above three priorities align with the underlying causes of most ill health and most deaths in Canada. 39.8 of 45 staff remain in their role supporting work on these health issues.

Services/Operational Changes

- Consolidation of resources around the previously mentioned three priorities
- Elimination of engagement of populations in-person
- Elimination of activities in schools, workplaces, and other public settings
- Cessation of most cancer prevention work
- Cessation of most healthy aging work
- Cessation of most injury prevention work
- Expansion of role of Tobacco Control Officers to also enforce Provincial emergency orders around physical distancing

Operational Outlook

1 month

- Finalization and launch of new initiatives

3 month & 6 month

- Projections on operations in the future will depend on Provincial government policy decisions around COVID-19 response. Loosening of social restrictions will enable delivery of programming with more direct engagement.

Family Health

Current State of Operations

There has been redeployment of 84 of 121 FTE in Family Health to support Emergency Operations. Remaining staff are focusing their efforts on the following areas:

- Prenatal/postnatal support
- Supporting vulnerable families
- Parenting supports
- Providing enrollment and information towards emergency dental care

Services/Operational Changes

- Cessation of dental screening
- Cessation of dental services

- Cessation of breastfeeding clinics
- Cessation of well baby clinics
- Cessation of school health activities
- Shifting all prenatal/postnatal support to virtual options from in-person service
- Shifting home visits to remote connections

Operational Outlook

1 month

- Resumption of some school health work through virtual connection with students and parents

3 month & 6 month

- Projections on operations in the future will depend on Provincial government policy decisions around COVID-19 response. Loosening of social restrictions will enable delivery of programming with more direct engagement, as well as engagement within schools.

Organizational and Foundational Standards

Current State of Operations

Organizational and Foundational Standards supports the data analytics, program evaluation, quality improvement, professional development, communications, engagement, and customer services activities of Public Health. There has been redeployment of 35 of 39 staff to Emergency Operations. Ongoing activity includes

- Opioid surveillance reporting
- Active screening of staff at Regional buildings
- Managing data governance and privacy issues

Services/Operational Changes

- Cessation of public health surveillance work
- Cessation of most public health communications and engagement work
- Cessation of public health data analytics
- Cessation of expanded implementation of electronic medical record system

- Cessation of all public health quality improvement work
- Cessation of Public health applied research
- Cessation of evaluating public health programs
- Cessation of public reception service in Public Health buildings
- Scaling back data governance initiative

Operational Outlook

- Expectation is that resources will remain reallocated to Emergency Operations for at least 6 months.

Emergency Medical Services

Current State of Operations

Emergency Medical Services (EMS) continues to dispatch land ambulance services to the population calling 911, as well as modified non-ambulance response to 911 calls as appropriate (the System Transformation Project). At present, call volumes are slightly below baseline, and operational response is normal. There are some paramedics who have been exposed to COVID-19 and must be off work to protect their patients and co-workers. EMS is facing increased pressures around personal protective equipment procurement given global shortages.

Services/Operational Changes

- Reduction of paramedic student training activities

Operational Outlook

1 month

- Completion and implementation of a Pandemic Plan for response prioritization should call volumes grow due to COVID-19. This is a unique plan to Niagara, enabled by Niagara's local control and tight integration of both ambulance dispatch and the land ambulance services.

3 month & 6 month

- Projections on operations in the future will depend on Provincial government policy decisions around COVID-19 response, and the subsequent circulation of COVID-19 in the population. Higher COVID-19 circulation would create demand for more ambulance response, as well as increase EMS staff who must be off work due to COVID-19 infection or exposure. As 911 calls increase and/or staff are unable to work, the Pandemic Plan will prioritize which calls continue to be served, and which 911 calls receive a modified response (e.g. phone call and advice from a nurse) or no response.

Emergency Management

Current State of Operations

Emergency Management is currently fully deployed to supporting the Regional Emergency Operations Centre and advising the Public Health Emergency Operations Centre. Emergency Management is also deeply engaged with supporting emergency operations teams at the local area municipalities, as well as other key stakeholders (e.g. Niagara Regional Police, fire services, Canadian Forces). The CBNRE team has also been supporting emergency operations part time.

Services/Operational Changes

- Cessation of preparedness activities to focus fully on current response to COVID-19.

Operational Outlook

1 month

- Ongoing support of current Emergency Operations Centres while also assisting local area municipalities around anticipated flood response.

3 month

- Ongoing support of current Emergency Operations Centres while also increasingly supporting recovery planning efforts

6 month

- Ongoing support of current Emergency Operations Centres and recovery planning efforts. There may be some elements of recovery planning that can begin to be implemented by this date.

Respectfully submitted and signed by

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

MEMORANDUM**COM-C 15-2020**

Subject: COVID-19 Response and Business Continuity in Community Services

Date: May 12, 2020

To: Public Health and Social Services Committee

From: Adrienne Jugley, Commissioner, Community Services

This memo provides details of the measures Community Services has taken to ensure continued delivery of essential services during the COVID-19 pandemic, and the alternate approaches used to support those most vulnerable in Niagara.

Seniors Services**Long Term Care**

Seniors Services continues to implement known best practices, directives and all public health and outbreak measures to ensure the safety of our long-term care (LTC) home residents and staff. Seniors Services has also implemented communication plans for residents so they can continue to interact with family members and provide updates on care whenever possible.

In accordance with provincial directives, all LTC home residents and staff are being tested for COVID-19. The positive cases in our homes did not have any further transmission.

| COVID-19 testing (at May 4, 2020) | Staff | Residents |
|-----------------------------------|----------------------|-----------|
| Number of Tests Administered | 255 | 211 |
| Positive Results | 4 (3 travel related) | 1 |
| Negative Results | 222 | 180 |
| Pending Results | 31 | 30 |

During the month of April, within our long-term care homes:

- 6,250 resident / family connections were facilitated by staff through Skype, FaceTime, and telephone calls
- 54,065 resident and 40,800 staff screens (at entry) were completed
- An estimated 76,800 masks were used in the LTC homes.

Forty-one Seniors Services staff and 32 staff from other Regional divisions have been redeployed into our long-term care homes. All redeployed staff are provided with appropriate training prior to starting in their new roles and PPE to ensure their safety.

Outreach Services

Seniors Services also provides outreach services in the community. To ensure supports are available for at-risk seniors during the pandemic, Niagara Region has partnered with local community agencies to enhance the Niagara Gatekeepers program. Services available include weekly, friendly telephone calls to check-in with seniors; providing access to groceries, meals and medications; ensuring transportation is available for urgent medical appointments; and, supporting access to financial entitlements.

In the month of April, the Niagara Gatekeepers phone line received 119 calls (six times increase over April 2019). Of the 119 calls received:

- 49 resulted in referrals to Seniors Community Programs
- 20 of these referrals were specific to COVID-19 related supports.

Outreach staff also made 986 phone calls from March 16 to March 31, 2020 to offer supports including ongoing wellness checks for all active or pending clients/care partners across Seniors Community Programs.

Homelessness Services & Community Engagement

Homelessness Services continues to work with community partners, Niagara Region Public Health, REACH (Regional Essential Access to Connected Health) Niagara and emergency shelter providers, to enhance efforts targeted towards the prevention and mitigation of COVID-19 within the homeless population.

- In addition to regular shelter supports, one emergency shelter provider has been designated to operate a shelter exclusively for clients who would be especially vulnerable to COVID-19, due to significant chronic health conditions or age.

- To increase safety and reduce risk in all of Niagara's shelters, emergency shelter clients are being screened for respiratory symptoms at intake and twice daily after admission.
- Emergency shelter staff are also screened when presenting for their shift.
- Homelessness Services has provided supplies to support the screening process (e.g., surgical masks, a smartphone, etc.) and regularly updates screening tools.

Self-Isolation Facility for Emergency Shelter Clients

Currently, the self-isolation facility run by Homelessness Services, has the staffing capacity for 28 rooms. Recruitment is underway to increase staffing in order to accommodate the potential capacity of 60 rooms. This is being done to support the regular shelter system as they screen individuals for any indication of illness or respiratory symptoms and prepare for community spread among individuals experiencing homelessness, as well as continue providing support to homeless individuals.

- If Public Health directs a client experiencing homelessness to self-isolate and be tested, the client is accommodated in the self-isolation facility.
- Partnerships are in place with McMaster family medicine residents to support shelter assessment and client health monitoring, and with Niagara Region's Emergency Medical Services (EMS) to support the swabbing of clients at the self-isolation facility.
- 47 individuals have stayed at the self-isolation facility and have been tested for COVID-19.
- There have been no positive test results to date and most individuals have returned to their referring emergency shelter.
- Case management supports available at the self-isolation facilities have resulted in seven individuals moving into transitional or permanent housing, and five individuals receiving continued addiction/mental health support post-discharge to support their goals and case plan.

Emergency Shelter Capacity

In addition to the creation of the self-isolation facility, Homelessness Services has continued to increase the capacity of the emergency shelter system by securing rooms at two motels to provide temporary housing for shelter system clients, support social distancing, and reduce transmission of COVID-19.

| Regular Shelter Capacity | Current Shelter Capacity (with measures for COVID-19 in place) | Planned Shelter Capacity |
|--------------------------|----------------------------------------------------------------|--------------------------|
| 187 beds | 240 beds | 272 beds |

Assertive Street Outreach Program

Based on the experiences of H1N1, homeless clients may choose to avoid shelters, to address safety and social distancing in a pandemic. With that in mind, twice as many assertive street outreach workers are being deployed at this time, supporting unsheltered homeless clients (April 2019 5 FTE vs. April 2020 10 FTE). With the support of the City of St. Catharines, three of the additional street outreach workers are focused on activities for that specific city.

Assertive street outreach staff, in collaboration with Public Health, are performing COVID-19 screening with clients. If a client requires self-isolation they are referred to the self-isolation facility.

Additional Impacts of COVID-19 on Niagara Emergency Energy Fund and Housing Stability Plan Benefits

Due to the economic impacts of the COVID-19 pandemic, Homelessness Services is anticipating there will be an increase in requests for the Niagara Emergency Energy Fund (NEEF) and Housing Stability Plan benefits once utility disconnections and evictions due to rental arrears resume. It is hoped that the additional funding from the province, assuming that it is not entirely exhausted by the above-mentioned investments, can also assist with some of these homelessness prevention costs.

Children's Services

Based on provincial direction, four of the five Regional child care centres were opened to operate as emergency child care centres to support health care and frontline essential workers (Niagara Falls, Fort Erie, Welland and St. Catharines). Niagara Region's licensed home child care service and Wee Watch home child care are also operating to deliver emergency child care. The following demographics are reflective of our service level at April 30, 2020.

Demographics of Families and Children Accessing Emergency Child Care

There were 75 families accessing emergency child care through both our Regional child care and home child care settings:

- 30 families (40%) work in health care within a hospital setting
- 19 families (25%) work in health care within a long-term care home
- 8 families (11%) work in police or corrections
- 8 families (11%) are Regional employees working mostly in public health
- 3 families (4%) are paramedics / EMTs
- 7 families (9%) work in pharmacies, postal services, shelters, etc.

The 74 children attending the four Regionally operated child care centers were represented as follows:

- 33 (45%) are preschool aged
- 31 (42%) are school aged
- 8 (11%) are toddlers
- 2 (3%) are infants

Available Child Care Spaces and Operating Capacity

There were 173 emergency child care spaces available across the four child care centres and home child care programs. One hundred and sixteen of these spaces were filled, with 57 spaces remaining. The child care centres and the home child care programs were operating at a total capacity of 67%.

Social Assistance - Ontario Works

Social Assistance and Employment Opportunities (SAEO) continues to provide essential support to Ontario Works clients, and process new applications. In the month of April, SAEO processed 1,187 COVID-19 related benefits and transitioned over 1,000 clients from receiving paper cheques to direct deposit or a reloadable payment card.

The provincial government increased access to discretionary benefits for social assistance recipients who are in crisis or who are facing an unexpected emergency because of COVID-19. The discretionary benefit is a monthly payment of \$100 for individuals and \$200 per couple/family, and is being provided for up to three months (May, June and July 2020). Applications for Ontario Works, emergency assistance and discretionary benefits have increased significantly and new applications are processed within four business days.

Number of Requests for Ontario Works

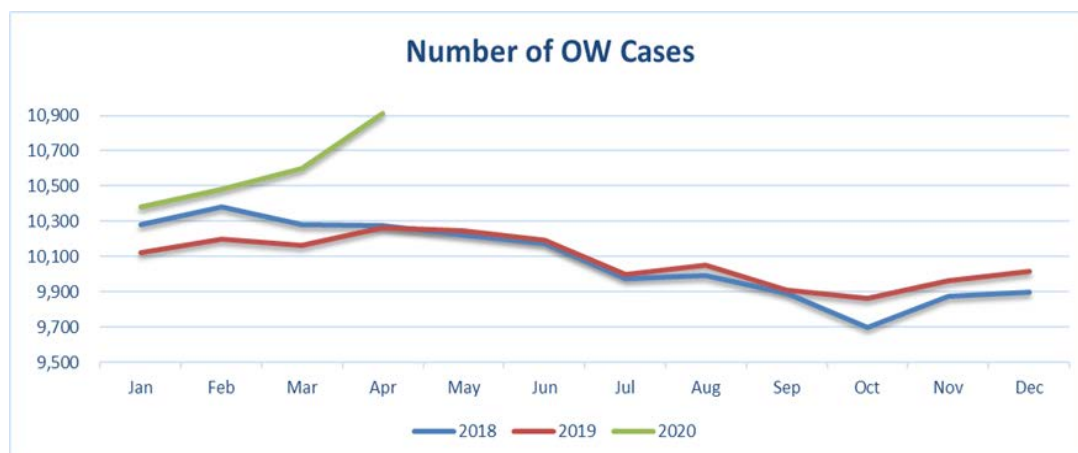
In March 2020, SAEO experienced a 51% increase in requests for Ontario Works. Since the introduction of the Federal Canadian Emergency Relief Benefit (CERB) in April, the requests for Ontario Works have stabilized to pre-pandemic levels.



Caseload Increase for Ontario Works

At January 1, 2020, Niagara's Ontario Works caseload was 10,000. At April 30, 2020, the caseload had risen to 10,900, indicating a 9% increase in caseload, but it is largely due to a reduction in the number of people exiting social assistance to employment, rather than a significant change in the rate of new applications.

Comparing the months of March and April of 2019 and March and April of 2020, there has been a -24% decrease in the number of cases that have been terminated.



Niagara Regional Housing

Niagara Regional Housing (NRH) continues to provide essential services in all business streams while undertaking necessary safety precautions and protocols. Applications are being processed, emergency repairs completed, and additional supports are being provided to tenants, members, landlords and housing providers. NRH continues to provide frequent communication with stakeholders, and directs both tenants and housing providers to the Public Health website and telephone lines to obtain real time information on COVID-19. NRH continues to monitor the impact of COVID-19 on NRH rents and arrears balances.

Community Programs Coordinators (CPCs) have been contacting vulnerable tenants to offer specialized supports and Housing Operations staff have contacted tenants who are not as vulnerable and are making referrals to CPCs as necessary.

The RAFT and Faith Welland delivered 896 care packages to support NRH communities that would normally participate in after school programming. The packages include snacks and activities aimed at engaging tenants in family activities.

Respectfully submitted and signed by

Adrienne Jugley, MSW, RSW, CHE
Commissioner

Emergency Social Services Plan

Michelle Johnston, Project Manager
Cathy Cousins, Director, Homelessness Services
Community Services
May 12, 2020

Plan Update: Scope

These Plans outline the response the Region shall provide to meet the essential needs of people during and following an emergency until they may re-establish themselves.

The role of the CSD is to plan, lead, coordinate and manage the delivery of ESS to those affected by a small or large scale incident in Niagara.

The delivery of ESS is provided through partnerships with first responders, local area municipalities, non-governmental organizations (NGOs), other Regional departments and community partners.

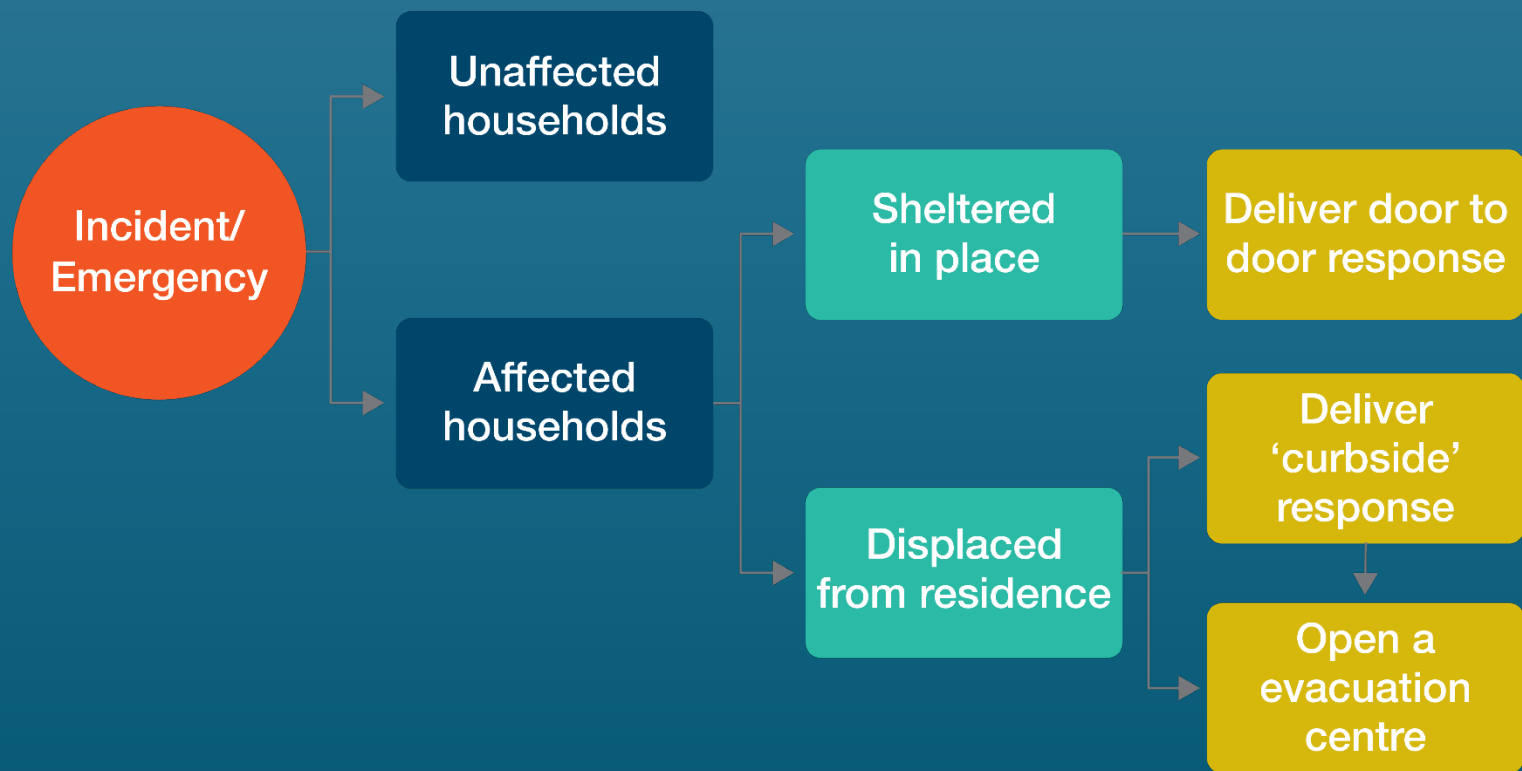
Past ESS Responses in Niagara Region

- **2004: Safe Third Country Agreement**
 - During the month of December, 791 people crossed the Peace Bridge seeking asylum in Canada
 - Opening of old Sunset Haven as an Evacuation Centre
- **2006: Fort Erie and Port Colborne White October**
- **2010: Port Colborne Diesel Spill in the Canal**
- **2010/11: Trilogy of Fires**
 - December 10: 64 unit building
 - December 15: 114 unit building
 - January 15: 130 unit building
- **2017: Downtown Grimsby Fire**
- **2019: Flooding and Power Outages in Port Colborne, Fort Erie and Wainfleet**
- **2020: COVID-19**

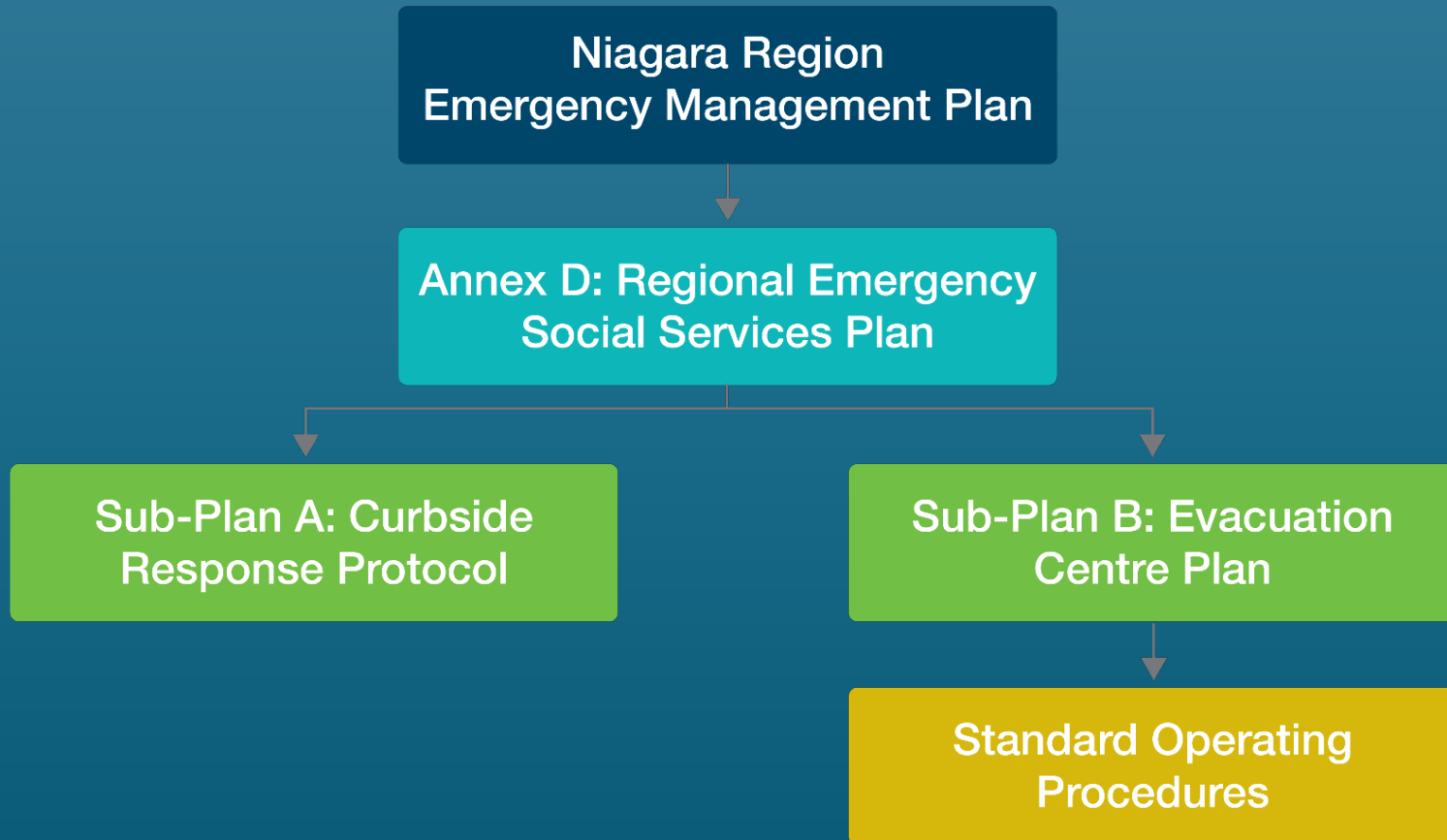
Emergency Social Services

| Standard Services | Specialized Services |
|-------------------------------------------------|-------------------------------------------|
| Reception and Information | First Aid |
| Registration and Inquiry / Family Reunification | Psychosocial Support |
| Food | Financial Assessment |
| Clothing | Culturally-Specific and Language Services |
| Lodging | Vulnerable People and Unattended Children |
| Personal Services | Public Health |
| | Animal Care |
| | Recreation |

Plan Update: Types of ESS Responses



Plan Update: Structure



ESS Community Partners

Standard Services

| Organization | Service Type |
|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Canadian Red Cross | <ul style="list-style-type: none">- Reception and Information- Registration & Inquiry- Family Reunification- Lodging- Personal Services- Food- Clothing |
| Salvation Army St. Catharines Branch | <ul style="list-style-type: none">- Food- Clothing |

ESS Community Partners

Specialized Services

| Organization | Service Type |
|------------------------------------------------------------------------------------|------------------------|
| St. John Ambulance Niagara Region Branch Niagara Falls Branch | - First Aid |
| Victim Services Niagara | - Psychosocial Support |

ESS Community Partners

Specialized Services

| Organization | Service Type |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| INCommunities | - Interpreter Services |
| Local SPCA and Humane Societies Niagara SPCA & Humane Society [Serving Lincoln, Niagara Falls, Niagara-on-the-Lake, Pelham, Port Colborne, Wainfleet, Welland, West Lincoln] Lincoln County Humane Society [Serving Grimsby, St. Catharines, Thorold] Fort Erie SPCA [Serving Fort Erie] | - Animal Care |

CSD ESS Team Composition

- 41 staff
 - Social Assistance & Employment Opportunities
 - Children's Services
 - Seniors Services
 - Homelessness Services & Community Engagement
 - Niagara Regional Housing
 - Niagara Region Mental Health

CSD ESS Team Service Expectations

- **Acknowledge + respond to call-out as soon as possible**
- **Deploy within two (2) hours**
 - Once contacted and provided with emergency information, ESS Team members are asked to deploy within two (2) hours of notification to the assigned location of the emergency Evacuation Centre.
- **Be prepared**
 - ESS Team members are responsible to have access to appropriate equipment (e.g. personal go-bags, Regional mobile device if appropriate, etc.)
- **Use appropriate reporting lines**
 - ESS Team members staffing an Evacuation Centre will take instruction from the Evacuation Centre Liaison (a Regional employee) and the Site Manager (a Canadian Red Cross employee).

Capacity & Training

- Ongoing monitoring of staffing complement and composition on the ESS team, and offer additional training sessions to sustain the team
- Canadian Red Cross training specific to CSD ESS Team (e.g. go-bag essentials)
- Training offered to all team members on shelter operations
 - **Day 1 – technical in-class work**
 - **Day 2 – hands-on simulation exercise**

Questions ?

Subject: Regional Emergency Social Services Plan
Report to: Public Health and Social Services Committee
Report date: Tuesday, May 12, 2020

Recommendations

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

Key Facts

- Niagara Region is legislated by the Emergency Management and Civil Protection Act, 1990, to develop and implement an Emergency Management Program which includes an Emergency Response Plan and procedures for the safety or evacuation of persons affected by an incident or emergency event.
- Niagara Region's Community Services Department is responsible for planning, leading, coordinating and managing the delivery of emergency social services (ESS) through the Regional Emergency Social Services Plan – which serves as Annex D to the Niagara Region Emergency Management Plan.
- The Regional Emergency Social Services Plan and its sub-plans, provides a service delivery framework which outlines the response Niagara Region shall provide to meet the essential needs of people during and following an emergency.
- The delivery of ESS is provided through partnerships with first responders, local area municipalities, non-governmental organizations (NGOs), other Regional departments and community partners.
- The purpose of this report is to provide Council with information regarding an update to the Regional Emergency Social Services Plan and its sub-plans, local community partners involved in ESS delivery, and current capacity and training within Community Services.

Financial Considerations

There are no direct financial implications associated with this report. Resources required to plan for the delivery of emergency social services are accommodated within the 2020 Community Services Department operating budget.

Analysis

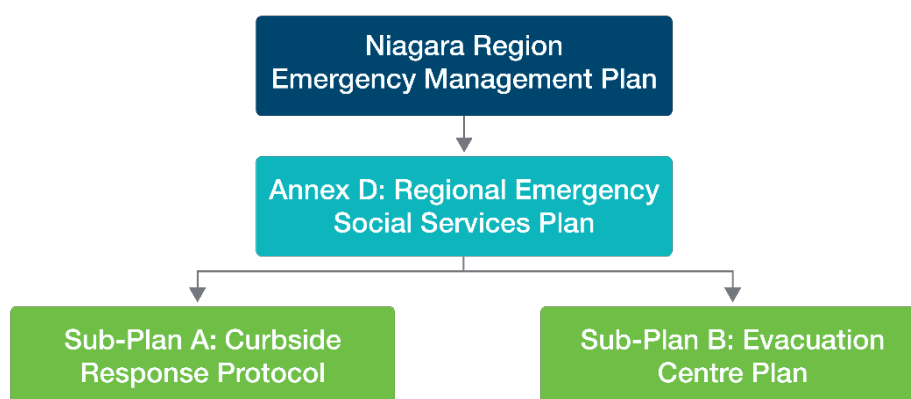
The role of the Community Services Department is to plan, lead, coordinate and manage the delivery of ESS to those affected by a small or large scale incident in Niagara. Emergency social services consist of both standard and specialized services.

- Standard services: reception and information; registration and inquiry; family reunification; food; clothing; lodging; and, personal services.
- Specialized services: first aid; psychosocial support; financial assessment; culturally specific and language services; vulnerable people and unattended children; public health (i.e. infection, disease prevention and control); animal care; and, recreation.

ESS Plan and Sub-Plans

To support the Regional Emergency Social Services Plan (Appendix 1), additional plans and procedures exist that provide more detailed information on how Regional and community partners collaborate and respond within different service delivery settings to provide emergency social services. The Region's ESS Plan consists of two sub-plans (Appendix 2, 3) and standard operating procedures (Figure 1).

Figure 1: Emergency Social Services Plan and Sub-Plans



There are a number of ways to deliver ESS to those affected and in need. Each type of response may be considered in relation to the nature and scale of the incident, preparedness of households, vulnerability of those affected, anticipated level of displacement, and proximity to community resources (rural or urban environments). For those who are not displaced, ESS may be provided through a door-to-door response to support those sheltering in place. In the event of displacement, ESS may be provided through a 'curbside' response and/or at an evacuation centre.

It is important to note that there may be incidents where all three responses are used at different points of time or simultaneously (e.g. delivering a curbside response as an evacuation centre is being prepared to open), depending on the population and as the incident evolves or unfolds (e.g. affecting a growing number of people over a period of time).

Sub-Plan A: Curbside Response Protocol

If the on-scene Incident Command determines a safe area exists to support the ESS needs of those affected, a curbside response may be appropriate. A curbside response can occur on busses, the sidewalk or street, at a nearby park, etc. Should the level of demand for service outgrow the designated safe area, or if there is not a safe and appropriate area for those affected to gather / congregate, then a reception / evacuation centre may be established. A curbside response may also be used while an evacuation centre is being established.

Sub-Plan B: Evacuation Centre

In the event of a large scale incident where people are unable to shelter-in-place and a curbside response is not appropriate or does not meet the demand for service, then the activation and opening of an evacuation centre(s) may occur. Niagara Region, in collaboration with local area municipalities, have designated a number of facilities to be used as evacuation centres (typically community centres, arenas, other municipally owned venues, or high schools).

The evacuation centre may be used to receive people after an evacuation (e.g. of an apartment building or neighbourhood). As a base of operations for ESS delivery, the evacuation centre serves as a source of public information and a resource centre over the course of the emergency until evacuees can return home or find appropriate lodging. The provision of services within the centre is to meet the immediate needs of those displaced, and therefore, not every form of emergency social service will necessarily be provided in each emergency event.

Community Partnerships

Niagara Region's Community Services Department is responsible for coordinating emergency social services in collaboration with local municipalities and external providers, such as non-profit organizations, that provide a specific service to evacuees during an emergency. Local organizations involved in the delivery of emergency social services include:

- Canadian Red Cross
- The Salvation Army – St. Catharines
- St. John Ambulance: Niagara Region Branch and Niagara Falls Branch
- Animal Protection and Care Agencies: Fort Erie SPCA, Lincoln County Humane Society, and Niagara SPCA & Humane Society
- Victim Services Niagara
- INCommunities

Additional partnerships with the Pharmacists' Association of Niagara, Hamilton Niagara Haldimand Brant (HNHB) Home and Community Care Support Services (formerly the HNHB Local Health Integration Network Home & Community Care) and Niagara Health, are being developed to support non-acute medical needs of evacuees presenting at evacuation centres.

Community Services collaborates with the Public Health and Emergency Management Services Department, specifically the Environmental Health and Mental Health divisions, to ensure respectively, food safety and the provision of psychosocial support to individuals in an evacuation centre.

Capacity & Training

On February 19, 2019, Council approved Regional staff to execute an agreement with the Canadian Red Cross that seeks to build capacity for the provision of emergency social services within the Region and ensures that the desired level of service would be available in the event of an emergency. Capacity-building and preparedness activities under the agreement include participation in emergency exercises, assessments of facilities for evacuation centres, training activities, recruitment of volunteers, pre-positioning of emergency sheltering supplies and the delivery of personal preparedness workshops.

The Community Services Department has established an internal Emergency Social Services Team, comprised of 41 staff trained to support the provision of ESS during an incident requiring the activation of an evacuation centre. If called upon, the Community Services Department ESS Team will acknowledge and respond to a notification as soon as possible, and will deploy within two hours of notification to the assigned location of the evacuation centre.

In 2020, Community Services plans to explore opportunities to design and conduct a human services-based emergency exercise to test the procedures and processes contained in the updated ESS Plan.

Alternatives Reviewed

No alternatives reviewed.

Relationship to Council Strategic Priorities

Healthy and Vibrant Community - 2.1 Enhance Community Wellbeing

Other Pertinent Reports

- COM 05-2019: Emergency Social Services – Canadian Red Cross Agreement

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 prepared in consultation with Cathy Cousins, Director, Homelessness Services and Community Engagement, and reviewed by Patricia Martel, Emergency Management Program Specialist.

Appendices

- Appendix 1 Emergency Social Services Plan
- Appendix 2 Sub-plan A: Curbside Response Protocol
- Appendix 3 Sub-plan B: Evacuation Centre

Annex D of Niagara Region Emergency Management Plan

EMERGENCY SOCIAL SERVICES PLAN

Amendment Procedure

This Plan will be reviewed annually. Updates and revisions must be approved by the Commissioner of Community Services, unless revisions are related to ordinary maintenance such as updating contact information, title changes or resource information.

It is the responsibility of each party named within this Plan to notify the Community Services Department Homelessness and Emergency Services Advisor of any administrative changes or revisions that may result in a change to this Plan or its appendices.

Please refer to Appendix A: Amendment Table.

Testing Procedure

An annual regional emergency simulation exercise shall be conducted in order to test the overall effectiveness of the Niagara Region Emergency Management Plan, in which Community Services Department staff will participate. Debriefing and lessons learned from such exercises may also inform recommendations to be incorporated into this Plan.

Plan Distribution

The Community Services Department Homelessness and Emergency Services Advisor will distribute a new version directly to all holders via email as updates are made. The Plan will also be available in the M: Drive under the HSCE folder. Each Plan holder will be responsible for maintaining the most current version.

Emergency Contact Information

Specific contact and resource information referred to in this document is contained in a series of confidential documents within the Community Services Department and Regional contact lists that are not intended for widespread distribution. The following contact lists will be emailed to those who require them:

- Community Services Department Emergency Social Services Team confidential contact list
- Community Services Department Emergency Social Services community partners confidential contact list

Niagara Region Community Services Contact Information

Director, Homelessness Services and Community Engagement
905-980-6000 ext. 3807

Manager, Homelessness Services
905-980-6000 ext. 3863

Homelessness and Emergency Services Advisor
905-980-6000 ext. 3821

Manager, Social Assistance and Employment Opportunities
905-980-6000 ext. 6089

Contents

| | | | |
|-------------------------------------------------------------------|----------|--------------------------------------------------------------------------------------------|----------|
| Testing Procedure..... | i | 3.0 Activation and Notification | 7 |
| Plan Distribution..... | i | 3.1 Emergency Activation Levels | 7 |
| Emergency Contact Information | i | 3.2 Incident Notification | 7 |
| 1.0 Introduction | 1 | 3.3 Emergency Social Services Emergency Operations Centre Member | 8 |
| 1.1 Scope..... | 1 | 3.4 Community Services Department Emergency Social Services Team..... | 8 |
| 1.1.1 Legislative Authority | 1 | 4.0 Roles and Responsibilities..... | 9 |
| 1.2 Emergency Social Services..... | 1 | 4.1 Internal Stakeholders..... | 9 |
| 1.2.1 Standard Services | 1 | 4.1.1 Commissioner of Community Services | 9 |
| 1.2.2 Specialized Services..... | 1 | 4.1.2 Community Services Department..... | 9 |
| 1.3 Types of Emergency Social Services Response Settings | 1 | 4.1.3 Other Regional Staff | 9 |
| 1.3.1 Shelter-in-Place | 2 | 4.2 External Stakeholders..... | 9 |
| 1.3.1.1. Door-to-Door Response (Wellness Checks) | 2 | 4.2.1 Non-Governmental Organizations | 9 |
| 1.3.2 Displacement..... | 3 | 4.2.2 Hamilton Niagara Haldimand Brant Local Health Integration Network (HNHB LHIN). 10 | |
| 1.3.2.1 Curbside Response | 3 | 4.2.3 Pharmacists' Association of Niagara..... | 10 |
| 1.3.2.2 Evacuation Centre | 3 | 4.3 First Responders | 10 |
| 2.0 Plans and Procedures | 4 | 4.3.2 Local Municipal Fire Departments..... | 11 |
| 2.1 Sub-Plan A: Curbside Response Protocol..... | 4 | 4.3.3 Niagara Region Emergency Medical Services | 11 |
| 2.2 Sub-Plan B: Evacuation Centre Plan..... | 5 | Appendix | |
| 2.3 Standard Operating Procedures | 5 | Appendix A: Amendment Table..... | 12 |
| 2.4 Business Continuity Plans | 5 | Appendix B: Levels of Activation | 13 |
| | | Appendix C: Non-Government Organization Alliance of Ontario | 15 |

1.0 Introduction

The Region's Community Services Department leads a collaborative effort together with internal and external stakeholders to provide emergency social services to people affected by an incident/emergency event in Niagara. The Emergency Social Services Plan serves as Annex D to the Niagara Region Emergency Management Plan and establishes a service delivery framework for the provision of emergency social services.

1.1 Scope

This Plan outlines the response the Region shall provide to meet the essential needs of people during and following an emergency until they may re-establish themselves. The role of the Community Services Department is to plan, lead, coordinate and manage the delivery of emergency social services to those affected by a small or large scale incident in Niagara. The delivery of emergency social services is provided through partnerships with First Responders, Local Area Municipalities, non-governmental organizations, other Regional departments and community partners.

1.1.1 Legislative Authority

The Emergency Management and Civil Protection Act, 1990 ('EMCPA') defines an "emergency" as a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, disease or other health risk, an accident or an act whether intentional or otherwise. In Ontario, the EMCPA also establishes the legislative framework under which municipalities respond to emergencies by delivering emergency social services.

1.2 Emergency Social Services

Emergency social services consists of both standard and specialized services.

1.2.1 Standard Services

- Reception and Information
- Registration and Inquiry/Family Reunification
- Food
- Clothing
- Lodging
- Personal Services

1.2.2 Specialized Services

- First Aid
- Psychosocial Support
- Financial Assessment
- Culturally-Specific and Language Services
- Vulnerable People and Unattended Children
- Public Health (e.g. infection, disease prevention and control)
- Animal Care
- Recreation

1.3 Types of Emergency Social Services Response Settings

There are a number of ways to deliver emergency social services to those affected and in need. Each type of response may be considered in relation to the nature and scale of the incident, preparedness of households, vulnerability of those affected, anticipated level of displacement, and proximity to community resources (rural or urban environments). For those who are not displaced, emergency social services may be provided through a door-to-door response to support those sheltering in place. In the event of displacement, emergency social services may be provided through a curbside response or at a temporary location (e.g. evacuation centre). It is important to note that there may be incidents where all three responses are used at different points

of time or simultaneously (e.g. deliver curbside response as an evacuation centre is being prepared to open), depending on the population and as the incident evolves or unfolds (e.g. affecting a growing number of people over a period of time).

It is important to note that an evacuation centre may be activated to support with emergency social services delivery (e.g. reception and information services) in situations where off-site lodging is available to accommodate those displaced (also referred to as ‘reception centres’). In other instances, an evacuation centre may be activated and may provide on-site lodging to evacuees.

1.3.1 Shelter-in-Place

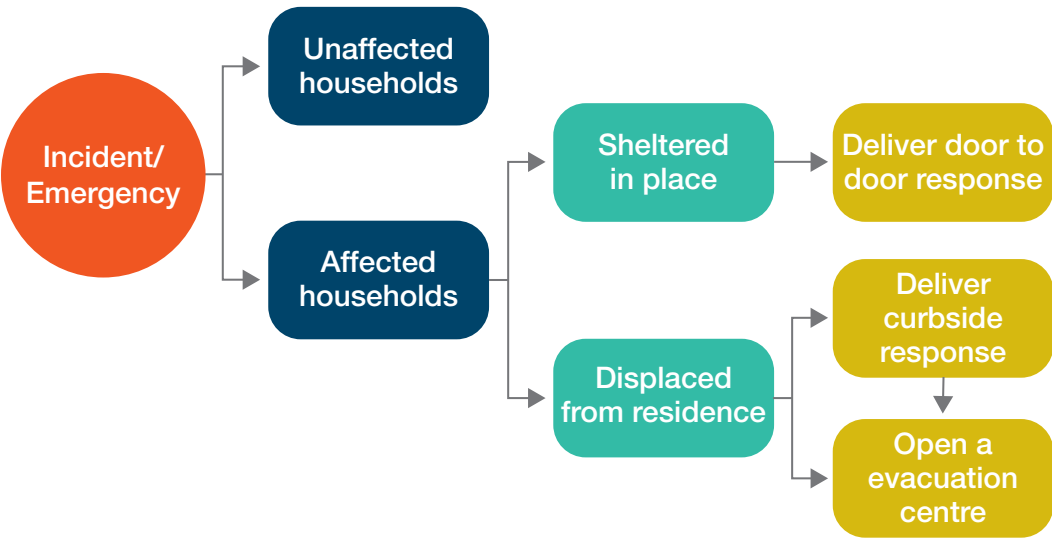
People who are able to or may be required to shelter-in-place within their homes may still need emergency social services to meet their essential needs.

1.3.1.1. Door-to-Door Response (Wellness Checks)

A door-to-door response through the use of wellness checks may support the identification of vulnerable populations and/or those who require additional supports to sustain their safety and well-being while remaining at home. The decision to conduct wellness checks will be made by the Emergency Social Services Emergency Operations Centre Member (with the primary Emergency Social Services Emergency Operations Centre Member being the Commissioner of Community Services) in consultation with, but not limited to, the following stakeholders:

- Niagara Region Community Services Department Senior Leadership Team
- Niagara Regional Police Service
- Niagara Region Public Works Department
- Niagara Region Public Health Department
 - Niagara Region Emergency Management
- Hamilton Niagara Haldimand Brant Local Health Integration Network (HNHB LHIN) - Home and Community Care
- Local Area Municipality(s) Community Emergency Management Coordinator(s)

Figure 1: Emergency Social Services Responses



Wellness checks may be performed by Regional field staff, First Responders, the Canadian Red Cross, St. John Ambulance and/or other non-government organizations. Before conducting wellness checks, the geographic area to be covered must be safe, well defined, and information collected or disseminated must be reviewed by the appropriate department in collaboration with the Emergency Information Officer and affected Local Area Municipality(s).

The Emergency Social Services Emergency Operations Centre Member is responsible for acting as the point of contact, or designating a Community Services Department emergency social services team staff member as the point of contact, for the field team conducting wellness checks to monitor their progress and resource needs. If found eligible, households may receive standard emergency social services. This could include support to access food, income assistance, pet supplies, etc. Households may also require specialized services as required, such as home care provided through Hamilton Niagara Haldimand Brant Local Health Integration Network (HNHB LHIN) Home and Community Care – Niagara Branch.

1.3.2 Displacement

Should people be displaced, services may be provided in a safe area outside of the incident site either at the curbside or at an evacuation centre.

1.3.2.1 Curbside Response

If the on-site Incident Command (Fire, Police or EMS) determines a safe area exists to support the emergency social services needs of those affected, a curbside response may be appropriate. A curbside response can occur on buses, on the sidewalk or street, at a nearby park, etc. Should the level of demand for service outgrow the designated safe area, or if there is not a safe and appropriate area for those affected to gather/congregate, then an evacuation centre may be established. A curbside response may also be used while an evacuation centre is being established.

1.3.2.2 Evacuation Centre

In the event of a large scale incident where people are unable to shelter-in-place and a curbside response is not appropriate or does not meet the demand for service, then the activation and opening of an evacuation centre(s) may occur. The Region in collaboration with Local Area Municipalities have designated a number of facilities to be used as evacuation centres (typically community centres, arenas, other municipally-owned venues, or high schools).

The evacuation centre may be used to receive people after an evacuation (e.g. of an apartment building or neighbourhood). As a base of operations for emergency social services delivery, the evacuation centre serves as a source of public information and a resource centre over the course of the emergency until evacuees can return home or find appropriate lodging. The provision of services within the centre is to meet the immediate needs of those displaced, and therefore not every form of emergency social service will necessarily be provided in each emergency event.

2.0 Plans and Procedures

To support the Region’s Emergency Social Services Plan, a number of additional plans and procedures exist that provide more detailed information on how Regional and community partners collaborate and respond within different service delivery settings to provide emergency social services. The Region’s Emergency Social Services Plan consists of two sub-plans and standard operating procedures.

2.1 Sub-Plan A: Curbside Response Protocol

The Curbside Response Protocol outlines the steps required to identify, coordinate and provide emergency social services to people in Niagara who are impacted by an incident. The Protocol can be activated for small scale (25 people or less impacted) and large scale (more than 25 people) incidents in Niagara. Broadly, there are three (3) steps involved in activating and providing curbside response.

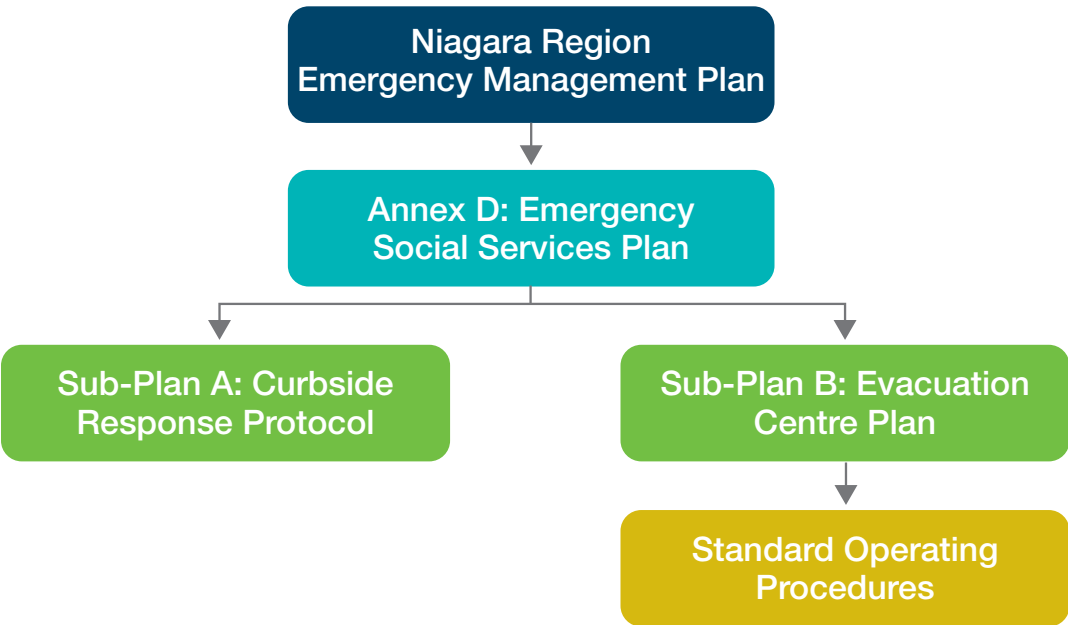
Step 1: The on-site Incident Command (Fire, Police or EMS) is responsible for identifying the number of people that require emergency social services and activating the Protocol by calling

the Canadian Red Cross. The Incident Command may request local area municipal public transit or Niagara Specialized Transit support to provide buses for temporary shelter from the elements or transportation to another site.

Step 2: The Canadian Red Cross will document the information provided by the on-site Incident Command and, if over 25 people have been impacted, will notify the Emergency Social Services Emergency Operations Centre Member (Community Services Department staff). The Canadian Red Cross will provide emergency social services through their Personal Disaster Assistance Program for up to 72 hours and can fulfill all standard emergency social services (lodging, food, clothing, transportation, etc.) along with referrals to other community partners and support agencies in small scale events.

Step 3: The Emergency Social Services Emergency Operations Centre Member will assess the response required based on the numbers of people impacted or anticipated to be impacted and arrange for additional or continued support, as needed.

Figure 2: Emergency Social Services Plan and Sub-Plans



2.2 Sub-Plan B: Evacuation Centre Plan

The Evacuation Centre Plan outlines the steps required to identify, coordinate and provide emergency social services to people in Niagara during and immediately following a large scale incident where 25 or more people are impacted.

Depending on the nature of the incident and the needs of evacuees, the emergency social services provided at these sites will vary across standard and specialized services (e.g. the Evacuation Centre may not provide on-site lodging and therefore may also be referred to as a ‘reception centre’).

An emergency evacuation centre is activated by the Emergency Social Services Emergency Operations Centre Member with authorization by the Local Area Municipality’s Chief Administrative Officer (CAO) or the Regional CAO. The operation of an evacuation centre is led by the Community Services Department in partnership with multiple internal and external stakeholders. In large scale incidents, it is likely that both standard and specialized emergency social services are required to meet the needs of those affected.

2.3 Standard Operating Procedures

For each facility owned and operated by a Local Area Municipality, school board or other entity, that is designated as a preferred evacuation centre in the event of a large scale emergency, Standard Operating Procedures will be used to support Regional, Local Area Municipal and non-government organization staff to set up and operate emergency social services within that setting.

2.4 Business Continuity Plans

The activation of the Evacuation Centre Plan will require the reallocation of staff resources to ensure the continued delivery of critical functions and services during a significant disruption.

Figure 3: Evacuation Centre Reporting Structure



3.0 Activation and Notification

This section outlines the criteria, process, strategy and stakeholders involved in activation and notification of emergencies in Niagara. In partnership with stakeholders, the Community Services Department leads the coordination and response to provide emergency social services to people impacted by an incident.

3.1 Emergency Activation Levels

There are four Emergency Activation Levels for Niagara Region's Emergency Management designed to monitor, support and respond to an incident. The different levels identify triggers requiring diversion of resources from regular operations to response and recovery activities. The four activation levels are:

- 1. Routine monitoring** – No incident has occurred. The Emergency Operations Centre is not activated.
- 2. Enhanced monitoring** – An incident that requires monitoring and information coordination has occurred, with a possibility of escalation. This level does not require Emergency Operations Centre staffing to complete a response.
 - The Curbside Response Protocol (Sub-Plan A), may be activated for less than 25 people, triggering the need for enhanced monitoring in case of escalation.
- 3. Partial activation** – An emergency activation has occurred where an Emergency Operations Centre may be activated with several but not all Departments coordinating a response.
 - The Curbside Response Protocol (Sub-Plan A) may be activated as the first step in implementing the Evacuation Centre Plan (Sub-Plan B).

- 4. Full activation** – An incident has a major impact and requires significant coordination of information and activities. The Emergency Operations Centre is fully activated to provide centralized emergency management.

Depending on the Emergency Activation Level, Community Services Department staff may be notified and deployed to respond as appropriate. See Appendix B: Levels of Activation.

- The Evacuation Centre Plan (Sub-Plan B) may be activated in one or more Local Municipalities to provide emergency social services for more than 25 people impacted by an incident as part of a partial activation.

3.2 Incident Notification

During Enhanced Monitoring, Partial Activation or Full Activation, stakeholders may need to be notified and placed on stand-by, or activated. This may include but is not limited to the following:

Government

- Niagara Regional Departments
- Local Area Municipalities

Non-Governmental Organizations

- Canadian Red Cross
- The Salvation Army – St. Catharines
- St. John Ambulance (Niagara Region Branch; Niagara Falls Branch)
- Animal Protection and Care Agencies (Local Affiliate Humane Societies and SPCAs)
 - Fort Erie SPCA
 - Lincoln County Humane Society
 - Niagara SPCA and Humane Society
- Victim Services Niagara
- INCommunities
- Additional stakeholders where required

3.3 Emergency Social Services Emergency Operations Centre Member

When an incident occurs where people must leave their home, a First Responder will call the Canadian Red Cross to activate the Curbside Response Protocol. If over 25 people are impacted due to one or more incidents, Canadian Red Cross staff will notify the Emergency Social Services Emergency Operations Centre Member (Commissioner of Community Services or alternate) to relay the information provided by the First Responder. The Emergency Social Services Emergency Operations Centre Member will:

- Respond to acknowledge notification and gather information
- Activate the appropriate response based on the number of people impacted by the incident, including whether the Evacuation Centre Plan requires activation to support over 25 people that are unable to return to their homes

The activation of the Curbside Response Protocol will trigger a need for Enhanced Monitoring or other levels of activation.

The Emergency Social Services Emergency Operations Centre Member may also be contacted related to incidents where residents are advised to shelter-in-place.

3.4 Community Services Department Emergency Social Services Team

Niagara Region's Emergency Social Services Team is comprised of Community Services Department staff trained to support the provision of emergency social services during an incident requiring the activation of the Evacuation Centre Plan. If called upon, the Community Services Department Emergency Social Services Team will:

- Acknowledge and respond to a notification as soon as possible
- Once contacted and provided with emergency information, deploy within two hours of notification to the assigned location of the Evacuation Centre

Community Services Department Emergency Social Services Team staff are responsible to have access to appropriate equipment to support their response (e.g. personal go-bags, Regional mobile device – if necessary, etc.).

The Homelessness and Emergency Services Advisor will hold and maintain the confidential Community Services Department Emergency Social Services Team staff list.

4.0 Roles and Responsibilities

Section 4.0 outlines the general roles and responsibilities of emergency social services stakeholders. Specific details are expanded in the Evacuation Centre Plan and within the Standard Operating Procedures written for each of the evacuation centres.

4.1 Internal Stakeholders

4.1.1 Commissioner of Community Services

When the Commissioner of Community Services is notified of an Enhanced Monitoring, Partial or Full Activation Level he/she may contact the Community Services Department Senior Leadership Team to discuss the situation within the department. The Community Services Department Senior Leadership Team will:

- Assess potential impact on programs and services
- Be prepared to support the activation of the Evacuation Centre Plan

Community Services Department Senior Leadership Team includes:

- Commissioner of Community Services
- Director of Children's Services
- Director of Homelessness Services and Community Engagement
- Director of Seniors' Services
- Director of Social Assistance and Employment Opportunities
- Human Resources Consultant
- Program Financial Analysts
- Communications Consultant

4.1.2 Community Services Department

As the lead department for emergency social services, Community Services Department is responsible for planning, coordinating and managing the delivery of emergency social services response to small and large scale incidents. The Community Services Department will provide 24-hour support and coordination of emergency social services response through the Community Services Department Emergency Social Services Team. All Community Services Department staff with assigned roles in the delivery of emergency social services will maintain an appropriate level of emergency preparedness.

4.1.3 Other Regional Staff

In the event of a large scale incident that exceeds the capacity of the Community Services Department to respond, other Regional staff may be asked to support in the delivery of emergency social services including the operation of an evacuation centre. Staff will be oriented to assigned roles and responsibilities.

4.2 External Stakeholders

4.2.1 Non-Governmental Organizations

The Community Services Department works with non-government organizations to provide emergency social services in the event of a small or large scale incident. These services are delivered in accordance with written Memoranda of Understanding and service agreements. Personnel will be scheduled and supplied by non-government organizations to provide a 24 hour presence at an evacuation centre unless otherwise specified.

The non-government organizations may include but are not limited to the following:

- Canadian Red Cross
- Salvation Army – St. Catharines
- St. John Ambulance (Niagara Region branch; Niagara Falls branch)
- Animal Protection and Care Agencies (Local Affiliate Humane Societies and SPCAs)
 - Fort Erie SPCA
 - Lincoln County Humane Society
 - Niagara SPCA and Humane Society
- Victim Services Niagara
- INCommunities

Refer to Appendix C: Non-Government Organization Alliance of Ontario, for a network of non-governmental organizations across the province that are active participants in Ontario's Emergency Management landscape.

4.2.2 Hamilton Niagara Haldimand Brant Local Health Integration Network (HNHB LHIN)

The HNHB LHIN will support a health system emergency response when notified or requested by an affected health care facility. The HNHB LHIN will assist in locating available long-term care and hospital beds within Niagara Region or other neighbouring municipalities to provide alternate locations for the delivery of care for persons with complex medical care needs. HNHB LHIN Home and Community Care will ensure existing clients receiving care are provided with continued services at an evacuation centre, if appropriate. Niagara region falls within the Hamilton-Niagara-Haldimand LHIN-Brant boundary.

4.2.3 Pharmacists' Association of Niagara

The Pharmacists' Association of Niagara will notify members during a large-scale incident, facilitate requests for replacement medications, and may be available at an evacuation centre to support with gathering information related to medical histories.

4.3 First Responders

First Responders within Niagara region are comprised of:

- Niagara Region Emergency Medical Services
- Niagara Regional Police Service
- Fort Erie Fire Department
- Grimsby Fire Department
- Lincoln Fire Department
- Niagara Falls Fire Department
- Niagara-On-The-Lake Fire Department
- Pelham Fire Department
- Port Colborne Fire Department
- St. Catharines Fire Department
- Thorold Fire Department
- Wainfleet Fire Department
- Welland Fire Department
- West Lincoln Fire Department

The On-site Incident Commander is responsible for ensuring that the Canadian Red Cross is notified if people from a residential dwelling are impacted by an incident. The Canadian Red Cross will contact the Emergency Social Services Emergency Operations Centre Member and provide incident information to activate the appropriate emergency social services response.

4.3.1 Niagara Regional Police Service

Niagara Regional Police Service will (depending on available resources) provide traffic control to facilitate the movement of emergency vehicles and access/egress from a small or large evacuation area and support an evacuation centre when there is an escalated incident that requires a police presence. Niagara Regional Police Service will oversee the repatriation of large numbers of displaced people back into their homes once it is safe to do so. Police may also support with the security and safety at an evacuation centre.

4.3.2 Local Municipal Fire Departments

Local Municipal Fire Departments are responsible for protecting the lives, property and environment of Niagara residents impacted by fire, explosion, hazardous materials incidents or other fire-related incidents.

4.3.3 Niagara Region Emergency Medical Services

Niagara Region Emergency Medical Services' (EMS) primary role is to triage and treat people in need of medical care, including transportation to hospital. EMS can also organize and transport people from long term care homes to more secure shelter, if required. If resources are available, EMS may also support with the medical needs of those presenting at an evacuation centre.

Appendix A: Amendment Table

| Number | Date | Version | Amended by | Commissioner approval | Sections updated | Nature of the update |
|--------|------------|---------|-------------------|-----------------------|------------------|----------------------|
| 1 | 10/02/2005 | 0.0 | Scott Laughher | | All | |
| | 10/29/2009 | 0.1 | Scott Laughher | | All | |
| | 09/15/2011 | 0.2 | Scott Laughher | | All | |
| | 12/07/2015 | 0.3 | Scott Laughher | | All | |
| 2 | 02/01/2020 | 0.0 | Michelle Johnston | | All | Comprehensive review |

Appendix B: Levels of Activation

| Level | Description | Examples of Events/ Triggers | Plan/ Procedure Activation | Minimum Staffing |
|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| Routine Monitoring | No event or incident has occurred. Local Area Municipal and Regional Emergency Operations Centre are not activated. | N/A | N/A | <ul style="list-style-type: none"> Emergency Management |
| Enhanced Monitoring | <p>An event that requires monitoring and information coordination.</p> <p>There is a possibility of escalation.</p> <p>This level does not require Emergency Operations Centre staffing to complete response.</p> | <ul style="list-style-type: none"> Planned or unplanned events/incidents in Niagara and/or in other jurisdictions with an associated risk that could threaten public safety, public health, the environment, property, critical infrastructure and economic stability Severe weather watches and warnings Displacement of less than 25 people due to an isolated incident or cumulative number of incidents Sheltering-in-place order Loss of utilities (electricity, water, gas) to an area of a Local Area Municipality | <ul style="list-style-type: none"> Curbside Response Protocol Put non-government organizations and other departments on standby | <ul style="list-style-type: none"> Emergency Management Community Services Communications Team |

| Level | Description | Examples of Events/ Triggers | Plan/ Procedure Activation | Minimum Staffing |
|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Partial Activation | An emergency declaration can be made by a Local Municipality. An Emergency Operations Centre may be activated to support response. | <ul style="list-style-type: none"> • Evacuation requiring the lodging of 25+ individuals • Acting as a host community for evacuees from surrounding jurisdictions • Request to open an evacuation centre • Evacuation of any resident home areas within a long-term care home with 1-2 days of displacement • Prolonged loss of utilities (gas, water, electricity) for 1-2 days within one or more Local Area Municipalities | <ul style="list-style-type: none"> • Curbside Response Protocol • Evacuation Centre Plan • Standard Operating Procedures | <ul style="list-style-type: none"> • Emergency Operations Centre Director • Emergency Information Officer • Community Services • Emergency Management • Other positions, as required |
| Full Activation | The event has a major impact and requires significant coordination of information and activities that requires Emergency Operations Centre activation to provide centralized emergency management. | <ul style="list-style-type: none"> • Requirement for a large scale evacuation of people within one or more Local Area Municipalities | <ul style="list-style-type: none"> • Evacuation Centre Plan • Standard Operating Procedures | <ul style="list-style-type: none"> • All Emergency Operations Centre positions are fully staffed • Community Services • Other positions, as required |

Appendix C: Non-Government Organization Alliance of Ontario

The Non-Government Organization Alliance of Ontario is a network of non-governmental organizations that are active participants in Ontario's Emergency Management landscape.

The purpose of the Non-Government Organization Alliance of Ontario is to support municipal and provincial emergency planning and preparedness, response and recovery efforts through coordination, cooperation, collaboration, and communication.

NGO Alliance of Ontario Handbook:
oaem.ca/sub-blogs/ngo-alliance-of-ontario/ngo-alliance-of-ontario-handbook

Annex D of Niagara Region
Emergency Management Plan

EMERGENCY SOCIAL SERVICES PLAN



February 2020

Emergency Social Services Plan

SUB-PLAN A: CURBSIDE RESPONSE PROTOCOL

Amendment and Distribution Procedure

This Plan will be reviewed annually. Updates and revisions must be approved by the Commissioner of Community Services, unless revisions are related to ordinary maintenance such as updating contact information, title changes or resource information.

The Community Services Department, Homelessness and Emergency Services Advisor will prepare and distribute amendments to the Curbside Response Protocol as required.

Please refer to Appendix A: Amendment Table.

Niagara Region Community Services Contact Information

**Director, Homelessness Services and
Community Engagement**

905-980-6000 ext. 3807

Manager, Homelessness Services

905-980-6000 ext. 3863

**Homelessness and Emergency
Services Advisor**

905-980-6000 ext. 3821

**Manager, Social Assistance and
Employment Opportunities**

905-980-6000 ext. 6089

Contents

Amendment and Distribution Procedure ii

Niagara Region Community
Services Contact Information ii

1.0 Introduction 1

**2.0 Curbside Response
Partners and Services..... 2**

2.1 Fire, Police and Paramedics
(First Responders)2

2.2 Canadian Red Cross.....2

2.3 Community Services.....3

3.0 Activation Process..... 4

3.1 Trigger for Activation4

3.2 Notification Process4

4.0 Roles and Responsibilities..... 5

4.1 Site Incident Commander5

4.2 Canadian Red Cross.....6

4.3 Emergency Social Services Emergency
Operation Centre Member6

5.0 Incident Reporting 7

6.0 Post Incident Debriefs9

Appendix

Appendix A: Amendment Table.....9

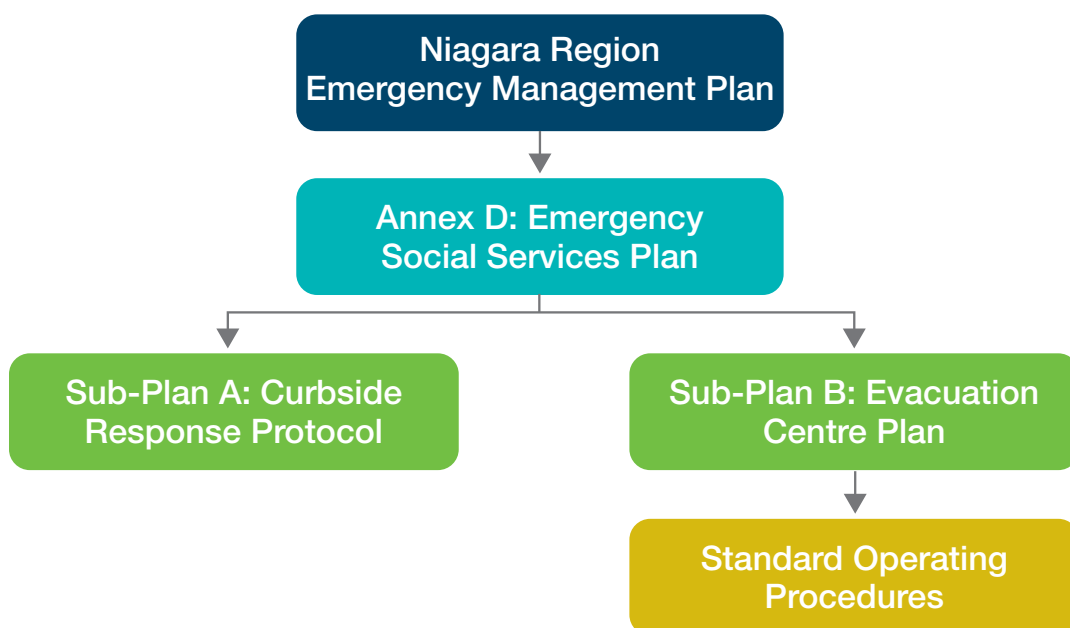
1.0 INTRODUCTION

To support Niagara Region’s Emergency Social Services Plan, a number of additional plans and procedures exist that provide more detailed information on how Regional and community partners collaborate and respond within different service delivery settings to provide emergency social services. The Region’s Emergency Social Services Plan consists of two sub-plans and standard operating procedures.

The Curbside Response Protocol outlines the steps required to identify, coordinate and provide emergency social services to people in Niagara who are impacted by an incident. The Protocol can be activated for small scale (25 people or less impacted) and large scale (more than 25 people and/or 10 dwellings) incidents in Niagara.

The activation of the Curbside Response Protocol may be the first step in the eventual activation of the Evacuation Centre Plan. The Evacuation Centre Plan can be activated for centres that provide off-site lodging (e.g. ‘reception centres’).

Figure 1: Emergency Social Services Plan and Sub-Plans



2.0 Curbside Response Partners and Services

Three partners support the delivery of emergency social services at the curbside of an incident or disaster.

2.1 Fire, Police and Paramedics (First Responders)

First Responders arrive at the scene of an incident focused on maintaining the health, safety and well-being of people impacted. When it is determined that a residence(s) has been impacted by an incident, the On-site Incident Commander will call Canadian Red Cross.

2.2 Canadian Red Cross

The Canadian Red Cross provides emergency social services at the curbside and in evacuation centres to people impacted by an incident. If more than 25 people and/or 10 dwellings are impacted by an incident, the Canadian Red Cross provides incident information to the Emergency Social Services Emergency Operation Centre Member to ensure the appropriate activation of emergency social services. Depending on the type and size of the incident, Canadian Red Cross may provide one or more of the following services at the curbside:

- Reception and information – provide a place to receive evacuees and provide information on-site related to the incident and other services
- Registration and inquiry/family reunification – record demographic information, assess emergency social services needs, respond to inquiries regarding the location of other impacted people through registration information
- Emergency food – food/grocery vouchers or pre-paid cards for grocery or restaurant meals
- Emergency clothing – one set of new, basic, seasonally-appropriate clothing through vouchers or pre-paid cards for purchase at local stores. Access to laundry services and referrals to community resources for additional clothing may also be provided.
- Emergency lodging – safe, temporary lodging for those who cannot return home and cannot find alternate accommodations for up to 72 hours (pet friendly where possible/needed)
- Personal services may include:
 - Providing hygiene kits (toothpaste, toothbrush, deodorant, shampoo, razors, etc.), baby products and adult incontinence products as needed. Towels and washcloths may be provided to those staying with friends or family.
 - Facilitating access to health care items and may include paying for one refill of essential medication, replacement/repair of eyeglasses, hearing aids, dentures, etc., and when no other financial support is available. Referral to community resources may also be provided.
- Transportation – assist people in securing or arranging transportation (e.g. vouchers or pre-paid cards for buses or taxi services), where regular means of transportation are unavailable

- Other assistance or specialized services may be considered depending on needs identified during assessment. Canadian Red Cross does not duplicate assistance and personal insurance should be used as primary form of support where available. Referrals to community resources are provided.

Canadian Red Cross volunteers will contact the Emergency Social Services Emergency Operation Centre Member to assist in securing services outside their scope of service delivery.

2.3 Community Services

If over 25 people and/or 10 dwellings are impacted by an incident and/or if the identified needs of those displaced are complex and require specialized services that are beyond the scope of the Canadian Red Cross, Community Services is notified to coordinate emergency social services and additional services. The Emergency Social Services Emergency Operation Centre Member, coordinates the Community Services Department Emergency Social Services Team to support a response, and notifies additional Regional stakeholders in the event that there is a need to prepare for possible escalation (e.g. the activation of an evacuation centre).

3.0 Activation Process

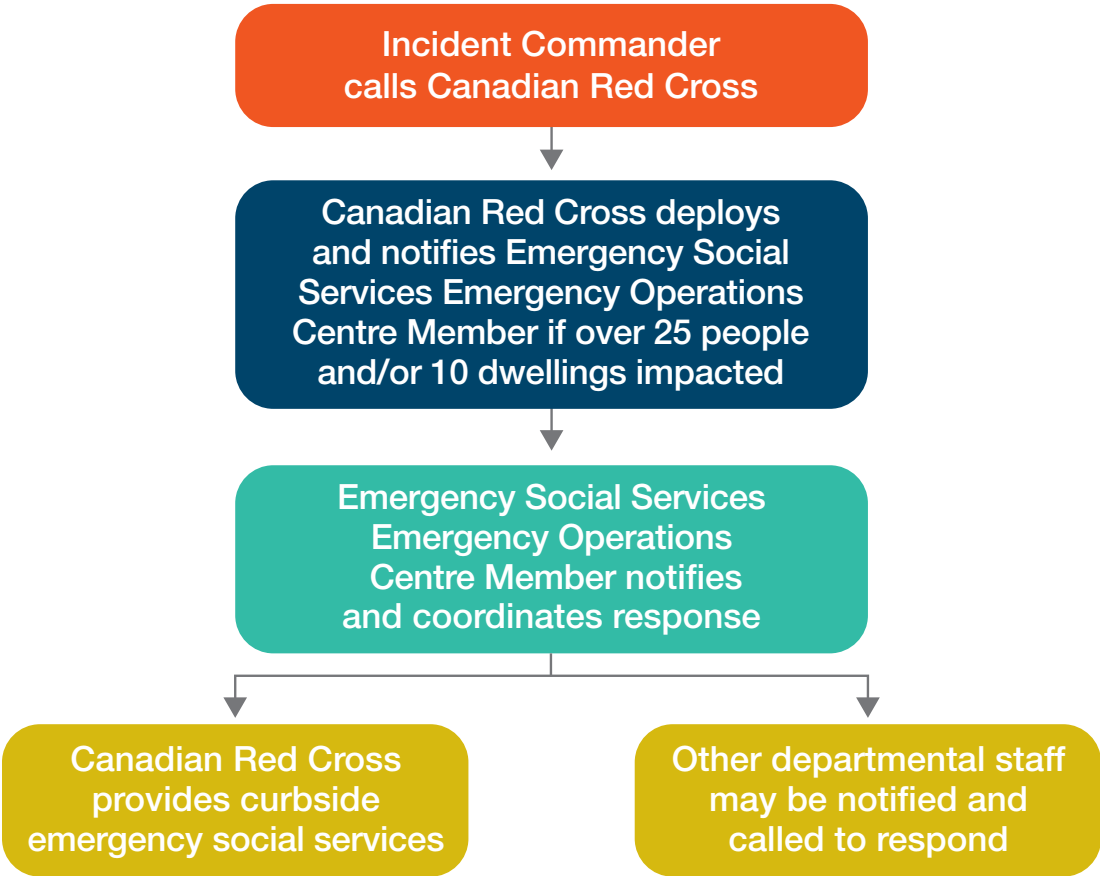
3.1 Trigger for Activation

When individuals and/or families must leave their residential dwelling temporarily due an incident.

The number of people impacted and the type of incident will determine if an additional level of response is required by the Region.

3.2 Notification Process

The following diagram demonstrates the notification process:



4.0 Roles and Responsibilities

4.1 On-Site Incident Commander

1. The Site Incident Commander gathers the following incident information:
 - Estimated number of adults, older adults, youth and children impacted
 - Type of incident and the address
 - Estimated duration of the incident (if known)
 - Location where the Canadian Red Cross volunteers can meet with impacted people either on-site, at a nearby safe location, on a municipal bus, etc.
 - Identify if media is on site
2. To activate the Curbside Response Protocol, the On-site Incident Commander must call Canadian Red Cross and state that their assistance is required.
3. The On-site Incident Commander:
 - Must assign a designate if he or she is unable to personally call Canadian Red Cross to request their assistance through the activation of the Curbside Response Protocol
 - Inform impacted people that Canadian Red Cross is on the way
 - May also request local transit to provide accessible buses to temporarily shelter impacted people from the elements, if required
 - May call Canadian Red Cross back to provide incident information updates
 - If over 25 people and/or 10 dwellings impacted, may make a request to the Emergency Social Services Emergency Operation Centre Member to provide updates regarding actions taken

Note: Homelessness/ Eviction

This is not an activation of the Curbside Response Protocol. If a first responder identifies an individual (16 or older) or family that is homeless or has been evicted from their home and requires emergency shelter:

- **Call 211**
- **Request shelter services for the individual or family**

The 211 staff will transfer the call to the after hours emergency shelter line to secure appropriate shelter based on the information provided.

If homelessness is a result of a building closure due to non-compliance of the Ontario Building Code or Fire Protection and Prevention Act (including the Ontario Fire Code), whereby the building is determined to be unsafe and inhabitable, then the Incident Commander will call the Emergency Social Services Emergency Operation Centre Member directly.

4.2 Canadian Red Cross

Upon receiving a call from the Incident Commander, the Canadian Red Cross shall:

1. Gather incident information from the Incident Commander and deploy at least two volunteers to the scene of the incident. Information required includes:
 - Incident Commander name, position and contact information
 - Estimated number of adults, older adults, youth and children impacted
 - Type of incident and the address
 - Estimated duration of the incident (if known)
 - Location where Canadian Red Cross volunteers can meet with impacted people
 - Whether media on site
2. If the incident impacts more than 25 people and/or 10 dwellings, Canadian Red Cross immediately notifies Emergency Social Services Emergency Operation Centre Member that the Curbside Response Protocol has been activated, provides incident information, and is placed on stand-by pending the activation of the Evacuation Centre Plan.

3. On-site, Canadian Red Cross volunteers will:

- 3.1** Set up a temporary meeting place as identified by the Incident Commander, a reasonable distance from the incident.
- 3.2** Conduct a registration and needs assessment to identify and provide the specific emergency social services required by each individual and/or family.

3.3 Update the Emergency Social Services Emergency Operation Centre Member regarding services provided, actual number of adults, older adults, youth and children requiring emergency social services, any additional requests for specialized services and if media on-site.

4. **If the Evacuation Centre Plan is not activated**, continue providing emergency social services at the curbside. Follow-up with impacted person(s) within 72 hours:

4.1 Reassess if additional/extended services are required.

4.2 Update the Emergency Social Services Emergency Operation Centre Member of the results of the follow up call(s) and if impacted people request Regional assistance.

If the Evacuation Centre Plan is activated, please refer to Sub-Plan B.

4.3 Emergency Social Services Emergency Operation Centre Member

Upon receiving a call from Canadian Red Cross, the Emergency Social Services Emergency Operation Centre Member shall:

1. Inform Community Services Senior Leadership Team of the incident and the actions taken, as required.
2. Determine whether to:
 - Activate the Evacuation Centre Plan
 - Direct the Canadian Red Cross to continue to provide emergency social services for the impacted people

3. Remain on standby:
 - To receive an update from the Canadian Red Cross regarding services provided, actual number of adults, older adults, youth and children requiring emergency social services, any additional requests for specialized services and if media on-site.
4. Notify the appropriate Emergency Information Officer (Municipal or Regional), if the Canadian Red Cross identifies media on-site.
5. Direct or designate Community Services Department emergency social services staff to direct/assist Canadian Red Cross to:
 - Transport people to the nearest hospital, if impacted persons require non-emergency health care support. For example, adult /older adult with cognitive impairment, mobility challenges, person with special needs.
 - Access telephone interpretation services through Corporate Services or INCommunities (on-site interpretation services) to assist impacted people requiring language or cultural services
 - Access animal care and boarding through local SPCA and human societies such as the Fort Erie SPCA, Lincoln County Humane Society and/or Niagara SPCA and Humane Society
6. Contact the Incident Commander to provide an update as to actions taken, as requested.
7. If the Evacuation Centre Plan was not activated, continue to liaise with the Canadian Red Cross:
 - To determine if further assistance is needed and/or arrange for Community Services staff (e.g. SAEO Hostel Worker, Seniors Community Outreach Worker, etc.) to contact the impacted person(s) to assist, as necessary

5.0 Incident Reporting

The Emergency Social Services Emergency Operation Centre Member will keep Community Services Senior Leadership Team informed of actions taken to resolve an incident, as required, as well as allow time to plan and respond where additional supports may be required if:

- The incident escalates
- Media are present at the scene of an incident
- Specialized services beyond the existing capacity and scope of services provided by Canadian Red Cross are required to support impacted person(s), such as, Seniors Services' Community Support Workers, Social Assistance and Employment Opportunities Hostel Workers, or Children's Services' Early Childhood Educators

6.0 Post Incident Debriefs

Debriefs may be requested by the Community Services Senior Leadership Team or the Canadian Red Cross when gaps in the provision of services are identified. Debriefs may include but are not limited to the following people, as appropriate:

- Incident Commander or designate
- Canadian Red Cross Site Manager
- Community Services Senior Leadership Team
- Community Services Homelessness and Emergency Services Advisor
- Local Area Municipality(s) Community Emergency Management Coordinator

The debrief discussion will include an After Action Report that documents:

- The incident response activities and timelines
- Lessons learned (what worked well, gap identification, opportunities for enhancement)
- Any recommended changes to improve communication and delivery of services

Appendix A: Amendment Table

| Number | Date | Version | Amended by | Community Services Senior Leadership Team Approval | Sections updated | Nature of the update |
|--------|------------|---------|-------------------|----------------------------------------------------|------------------|----------------------|
| 1 | 02/01/2020 | 1.0 | Michelle Johnston | | All | New Document |

Emergency Social Services Plan

SUB-PLAN A: CURBSIDE RESPONSE PROTOCOL

February 2020

Niagara  Region

Emergency Social Services Plan

SUB-PLAN B: EVACUATION CENTRE

Amendment and Distribution Procedure

This Plan will be reviewed annually. Updates and revisions must be approved by the Commissioner of Community Services, unless revisions are related to ordinary maintenance such as updating contact information, title changes or resource information. The Community Services Department, Homelessness and Emergency Services Advisor will prepare and distribute amendments to the Evacuation Centre Plan as required.

Please refer to Appendix A: Amendment Table.

Confidential Information

Information related to preferred sites/buildings to be used for the purposes of an evacuation centre, and information related to the operating of these sites are confidential and not intended for widespread distribution. The following documents will be emailed to those who require them:

- Community Services emergency social services evacuation centre site list
- Standard Operating Procedures for all preferred sites

Niagara Region Community Services Contact Information

Director, Homelessness Services and Community Engagement

905-980-6000 ext. 3807

Manager, Homelessness Services

905-980-6000 ext. 3863

Homelessness and Emergency Services Advisor

905-980-6000 ext. 3821

Manager, Social Assistance and Employment Opportunities

905-980-6000 ext. 6089

Contents

| | | | |
|---------------------------------------------------|----------|-------------------------------------------------------|----------|
| Amendment and Distribution Procedure | ii | 6.0 Roles and Responsibilities: | |
| Confidential Information | ii | Evacuation Centre | 6 |
| Niagara Region Community Services | | 6.1 Evacuation Centre Reporting Structure | 6 |
| Contact Information..... | ii | 6.1.1 Reporting Relationships | 6 |
| 1.0 Introduction | 1 | 6.2 Evacuation Centre Command..... | 8 |
| 2.0 Evacuation Centre Activation .. | 2 | 6.3 Standard Services | 8 |
| 3.0 Emergency Social Services | | 6.3.1 Standard Services Lead: | |
| at an Evacuation Centre | 3 | Canadian Red Cross..... | 9 |
| 3.1 Types of Services..... | 3 | 6.3.2 Reception and Information: | |
| 3.1.1 Standard Services | 3 | Canadian Red Cross..... | 9 |
| 3.1.2 Specialized Services..... | 3 | 6.3.3 Registration and Inquiry/ Family Reunification: | |
| 3.2 Service Restrictions..... | 3 | Canadian Red Cross..... | 9 |
| 3.3 Suspension of Services | 3 | 6.3.4 Lodging: Canadian | |
| 4.0 Roles and Responsibilities: | | Red Cross..... | 9 |
| General | 4 | 6.3.5 Personal Services: | |
| 4.1 Transfer of Information | | Canadian Red Cross..... | 10 |
| between Staff/Volunteers..... | 4 | 6.3.6 Food: Canadian Red Cross/ | |
| 4.2 Documentation Management | 4 | Salvation Army – St. Catharines | 10 |
| 5.0 Roles and Responsibilities: | | 6.3.7 Clothing: Canadian Red Cross/ | |
| Regional Support to the | | Salvation Army – St. Catharines | 10 |
| Evacuation Centre | 5 | 6.4 Specialized Services..... | 11 |
| 5.1 Community Services: Emergency Social Services | | 6.4.1 Specialized Services Lead: | |
| Emergency Operations Centre Member | 5 | Niagara Region Community Services | 11 |
| | | 6.4.2 First Aid: St. John Ambulance | 11 |
| | | 6.4.3 Public Health: Niagara Region | |
| | | Health Department | 11 |
| | | 6.4.4 Psychosocial Support: Niagara Region | |
| | | Mental Health | 12 |
| | | 6.4.5 Financial Assessment: | |
| | | Niagara Region Community Services | 12 |

Contents Continued

- 6.4.6 Culturally-Specific and Language Services: Agencies..... 12
- 6.4.7 Animal Care: Animal Protection Agencies 12
- 6.4.8 Vulnerable People and Unattended Children: Community Services..... 12
- 6.4.9 Recreation: Niagara Region Community Services/Local Municipal Facility Staff 13
- 6.5 Planning..... 13
 - 6.5.1. Planning Lead: Niagara Region Community Services..... 13
- 6.6 Logistics/Administration 13
 - 6.6.1 Logistics/Administration Lead: Municipal/Regional Facility Manager 14
 - 6.6.2 Facilities Maintenance: Local Municipal Staff/ School Board Staff 14
 - 6.6.3 Security: Municipal/Regional Staff..... 14
 - 6.6.4 Transportation: Municipal/Regional Staff..... 14
 - 6.6.5 Information Technology (IT): Local Municipal IT/Regional IT 14

Appendix

- Appendix A: Amendment Table.....15

1.0 Introduction

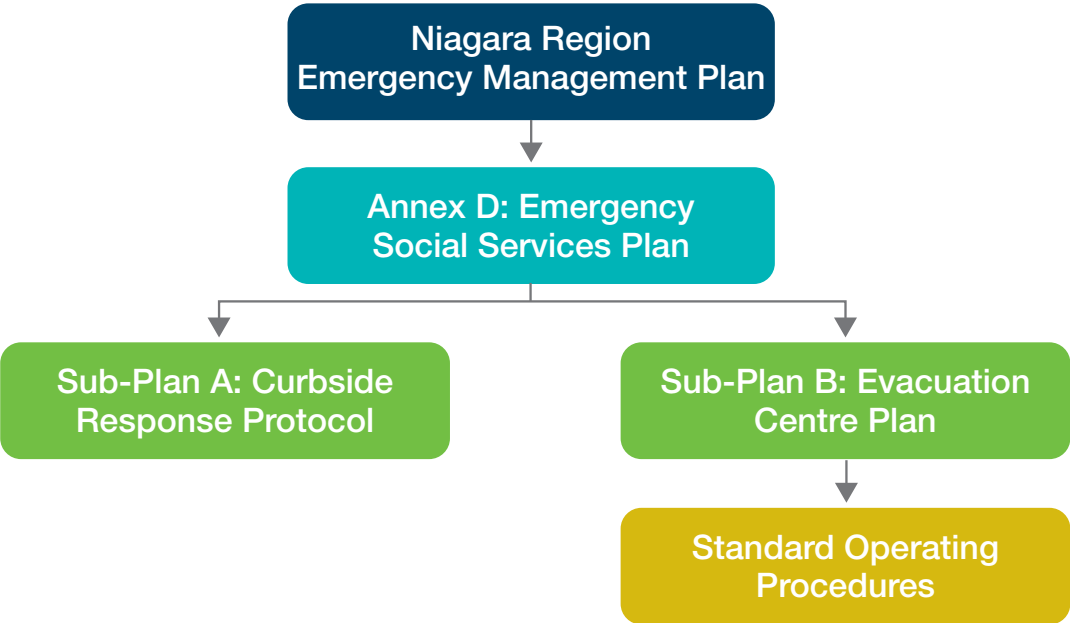
To support the Region’s Emergency Social Services Plan, a number of additional plans and procedures exist that provide more detailed information on how Regional and community partners collaborate and respond within different service delivery settings to provide emergency social services. The Region’s Emergency Social Services Plan consists of two sub-plans and standard operating procedures.

The Evacuation Centre Plan outlines the steps required to identify, coordinate and provide emergency social services to people in Niagara who are impacted by an incident. The Plan can be activated for large scale (more than 25 people) incidents in Niagara.

Local Municipalities have identified preferred facilities in each of their municipalities that can be used as an evacuation centre. Additional municipally-owned facilities and schools have been surveyed through the Canadian Red Cross should the preferred sites not be operational.

Depending on the nature of the incident and the needs of evacuees, the emergency social services provided at these sites will vary across standard and specialized services (e.g. the evacuation centre may not provide on-site lodging and therefore may also be referred to as a ‘reception centre’).

Figure 1: Emergency Social Services Plan and Sub-Plans



2.0 Evacuation Centre Activation

An evacuation centre is intended to provide temporary lodging and other emergency social services to more than 25 people in Niagara Region impacted by an incident.

Within Local Area Municipalities Emergency Operations Centres, the Emergency Social Services Emergency Operations Centre Member in consultation with or as requested by the Local Area Municipality's Chief Administrative Officer, will activate the Evacuation Centre Plan.

When a Regional Emergency Operations Centre has been activated, the Emergency Social Services Emergency Operations Centre Member in consultation with or as requested by the Regional Chief Administrative Officer, will activate the Evacuation Centre Plan.

3.0 Emergency Social Services at an Evacuation Centre

3.1 Types of Services

Emergency social services consists of both standard and specialized services.

3.1.1 Standard Services

- Reception and information
- Registration and inquiry/family reunification
- Food
- Clothing
- Lodging
- Personal services

3.1.2 Specialized Services

- First aid
- Psychosocial support
- Financial assessment
- Culturally-specific and language services
- Vulnerable people and unattended children
- Public health (e.g. infection, disease prevention and control, and pharmaceutical support)
- Animal care
- Recreation

3.2 Service Restrictions

Emergency social services assistance may be restricted to individuals where:

- Incidents of verbal abuse or physical violence occur, impacting people accessing emergency social services and staff or volunteers providing emergency social services
- A serious incident occurs arising from behaviours that cause safety concerns
- On demobilizing, a person refuses to leave an evacuation centre

The Site Manager and Evacuation Centre Liaison may be required to ban a person from the facility. The person(s) must be informed immediately of the reason for their ban and a letter may be issued to the person(s) on-site or forwarded to a temporary address. Assistance may be required from:

- On-site security
- Niagara Region Mental Health
- Niagara Regional Police Service (NRPS)

3.3 Suspension of Services

Once an emergency is declared terminated or the Chief Administrative Officer (Municipal or Regional) and the Emergency Social Services Emergency Operations Centre Member has determined an evacuation centre is no longer required, demobilization activities may begin. Eligibility for further assistance will be determined by the Emergency Social Services Emergency Operations Centre Member and the Canadian Red Cross.

4.0 Roles and Responsibilities: General

The Evacuation Centre Plan identifies stakeholders that are responsible for effectively activating, coordinating, managing and providing standard and specialized services within an evacuation centre. The specific nature and size of the incident will determine the functions and staffing required. The Community Services Department emergency social services team is comprised of trained staff to support the delivery of emergency social services. When numbers of people seeking emergency social services are minimal and only one evacuation centre is in operation some staff leads may take on two roles such as the Evacuation Centre Liaison can act as the Specialized Services Lead. If the number of people seeking emergency social services increases all Community Services emergency social services roles may be implemented.

4.1 Transfer of Information between Staff/Volunteers

At the end of each shift, all staff must provide status update information to their replacements and any personnel coming on shift at the same time. This is also a time when tasks may need to be assigned to ensure a smooth transition into the work flow. Updates will include:

- The current operational status
- Any issues/concerns both outstanding and resolved
- Anticipated priorities and actions to be implemented
- Operational health and safety information

4.2 Documentation Management

All internal/external stakeholders who have a role in supporting the operation of an evacuation centre must:

- Document all actions taken using the logbook provided (e.g. notes to include details, dates and times)
- Participate in briefings as appropriate
- Follow all written procedures, protocols and plans, as applicable
- Refrain from speaking to the media, instead directing all media inquiries to the appropriate Municipal or Regional Emergency Information Officer

5.0 Roles and Responsibilities: Regional Support to the Evacuation Centre

The support staff in this section are not present at an evacuation centre.

5.1 Community Services: Emergency Social Services Emergency Operations Centre Member

Evacuation centre(s) are supported by the Emergency Social Services Emergency Operations Centre Member, who assists in the activation and coordination of resources for the effective delivery of emergency social services. Where Community Services does not have specific resources to support service delivery in an evacuation centre, other Regional departments will be called upon to assist.

- Primary Emergency Social Services Emergency Operations Centre Member – Commissioner, Community Services
- First Alternate Emergency Social Services Emergency Operations Centre Member – Director, Homelessness Services and Community Engagement
- Second Alternate Emergency Social Services Emergency Operations Centre Member – Director, Social Assistance and Employment Opportunities

The Emergency Social Services Emergency Operations Centre Member is the communication conduit between the Municipal or Regional Emergency Operations Centre and the Evacuation Centre Liaison. The Emergency Social Services Emergency Operations Centre Member provides decision-making support and evacuation centre status updates, including reports from the Evacuation Centre Liaison back to the Emergency Operations Centre. In addition, the Emergency Social Services Emergency Operations Centre Member is responsible to:

- Notify and request all non-government Organizations and any Regional departments who support the operations of an evacuation centre
- Contact, deploy and schedule Community Services staff to operate and support evacuation centre operations, leveraging **Human Resources staff** support as required
- Liaise with **Public Health Department** staff (via Emergency Operations Centre Director) to support the operations of evacuation centre(s) by providing expertise on health-related areas such as screening for communicable disease control, environmental hazards, food safety and handling, and pharmaceutical support. Individuals and families will be guided to community health resources as necessary. Public Health staff may be required to provide 24-hour presence at an evacuation centre.
- Liaise with **Communications staff** (via Emergency Operations Centre Director) to advise the public of the locations and operations of evacuation centre(s) during an incident and immediately after, to ensure the public has current and accurate information
- Order and/or arrange for delivery of supplies, materials and equipment to support evacuation centre(s) operations
- Receive and resolve issues that cannot be resolved at an evacuation centre

6.0 Roles and Responsibilities: Evacuation Centre

6.1 Evacuation Centre Reporting Structure

The delivery of emergency social services in an evacuation centre is achieved by Community Services staff working in partnership with Local Municipality staff, Niagara Regional staff, the Canadian Red Cross and other non-government organizations. Community Services lead in the evacuation centre activation and operations is the Evacuation Centre Liaison (Community Services staff) who works closely with the Site Manager (Canadian Red Cross) to make decisions. Together, they will be supported through four section leads who oversee a number of services and resources.

- Primary Evacuation Centre Liaison – Manager, Homelessness Services
- First Alternate Evacuation Centre Liaison – Advisor, Homelessness and Emergency Services
- Second Alternate Evacuation Centre Liaison – Manager, Social Assistance and Employment Opportunities

The Evacuation Centre Reporting Structure in Figure 2 represents all possible roles and services that may be activated at each designated site. While each service may be provided by two staff or volunteers, not all services may be required at activation. Services can be scaled up or down as needed.

6.1.1 Reporting Relationships

The reporting structure boxes in grey are evacuation centre supports that are not on site but are accessed throughout evacuation centre activation, operations and decommissioning as required.

- The Emergency Social Services Emergency Operations Centre Member will be working from the Regional or Municipal Emergency Operations Centre (or other designated emergency response control space) to provide information and where necessary direction and authorization
- The Evacuation Centre Liaison provides a communication link between the Emergency Operations Centre and the evacuation centre, and works with the Site Manager to oversee operation of the evacuation centre
- The Leads for Standard Services, Specialized Services and Logistics/Administration will report to the Site Manager and Evacuation Centre Liaison
- Responding Regional staff will report to their assigned evacuation centre leads
- Responding Local Municipality staff and non-government organizations will report to their assigned evacuation centre leads while also maintaining their normal reporting to their own organizations

Figure 2: Evacuation Centre Reporting Structure



6.2 Evacuation Centre Command

Figure 3: Evacuation Centre Command



The Site Manager and the Evacuation Centre Liaison are together responsible for providing leadership, direction and coordination during set-up, operations and the demobilization of an evacuation centre. The Standard Services Lead, Specialized Services Lead and Logistics Lead will report to the Site Manager and Evacuation Centre Liaison.

Site Manager staff will be provided on a 24-hour basis at the evacuation centre.

In situations involving on-site lodging, an Evacuation Centre Liaison will be provided on a 24-hour basis. In situations where off-site, commercial lodging is used (e.g. Reception Centre), an Evacuation Centre Liaison may or may not be provided on a 24-hour basis. Whenever possible each Evacuation Centre Liaison will be scheduled for no more than eight hours per shift with an overlap of 30 minutes to transfer information to the Evacuation Centre Liaison on the next shift.

The Site Manager and Evacuation Centre Liaison will provide direction and/or authorization for actions taken to secure appropriate care and accommodations for any vulnerable adults, older adults, children or unattended children identified through the registration process.

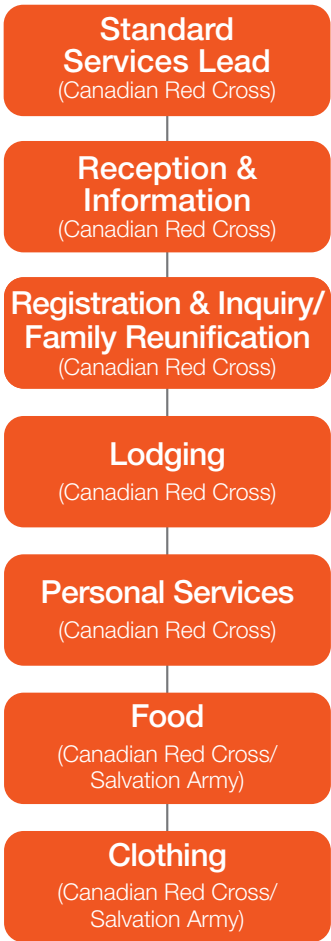
The Evacuation Centre Liaison will work with Niagara Region’s Human Resources to ensure an appropriate level of support is provided to Community Services staff at the evacuation centre related to critical incident stress management.

This may include designating a quiet, separate space for staff breaks, ensuring the Employee Assistance Program phone number is posted, watching for staff fatigue and stress, arranging for on-site psychosocial support if necessary, etc.

6.3 Standard Services

Standard Services are available to support the essential needs of people impacted by an incident.

Figure 4: Standard Services



6.3.1 Standard Services Lead: Canadian Red Cross

The Standard Services Lead will oversee, initiate and collaborate with non-government organization personnel and facility staff providing Standard Services to impacted people. Standard Services will be provided on a 24-hours basis at the evacuation centre unless otherwise specified e.g., clothing services may not be required at all times. Based on the size of the evacuation centre, the Canadian Red Cross may have multiple Leads, designating a Lead for each type of Standard Service.

6.3.2 Reception and Information: Canadian Red Cross

Reception and information services includes providing a place where people who have been impacted by an incident can receive information and services. This service also may include referring evacuees to other organizations or programs that can assist them, establishing a call centre or conducting outreach to provide information.

6.3.3 Registration and Inquiry/ Family Reunification: Canadian Red Cross

If people with complex care or acute medical needs arrive for reception and information or, for registration and inquiry/family reunification, arrangements will be made for transportation to the nearest hospital.

Registration and inquiry is the first point of contact for impacted people that enter an evacuation centre seeking emergency social services. Through the registration process important information is gathered to assist in identifying the support required during and after the incident, and in identifying vulnerable populations such as people with disabilities and unattended children.

Where services within the evacuation centre cannot meet peoples' needs external service providers may be contacted to assist. The registration process is also the time when information will be provided regarding additional services and community supports available.

Family reunification services are dependent on people registering at an evacuation centre. This service assists in reuniting families and answering inquiries regarding the condition and whereabouts of missing persons.

6.3.4 Lodging: Canadian Red Cross

Lodging services consists of off-site (commercial) and/or on-site lodging. On-site lodging includes the provision of sleeping cots and blankets. Through the registration process people who require overnight lodging will be assigned an appropriate sleep area.

Where there is an identified health and/or safety risk to individuals who require additional support, alternate accommodations may be arranged. Some examples may include: individuals experiencing addiction or engaging in substance use; individuals with serious mental illness; individuals who require consumable medical supplies such as incontinence supplies, formula, bandages, ostomy supplies, etc.; those who use mobility equipment such as wheelchairs, walkers, scooters, etc.; those who require a service animal; and/or, individuals with attendants or caregivers.

The Standard Services Lead will consult with the Site Manager and Evacuation Centre Liaison and appropriate Leads to determine if alternate accommodations such as hotel/motel or special care facilities would be more appropriate.

6.3.5 Personal Services: Canadian Red Cross

Personal services consists of the provision of basic hygiene kits with infant supplies such as diapers and other essential and/or special supplies such as incontinence supplies for adults, as needed. Where there is an identified need for assistance accessing prescriptions and medical aids such as a medication refill, replacement or repair of eyeglasses, dentures and hearing aids, financial support may be provided to access such items when no other financial support is available.

Access to transportation may be required for people who have mobility issues or do not own a vehicle, to obtain more appropriate shelter, pickup medication, access the nearest walk-in clinic, etc.

Support to assist people coming into or leaving an evacuation centre will include information about how and where to access transportation as well as provide transit passes or taxi vouchers if required.

6.3.6 Food: Canadian Red Cross/Salvation Army – St. Catharines

Meals will be prepared (in advance and/or on-site) by the Salvation Army at the evacuation centre for people impacted by the incident, staff and volunteers. Public Health Inspectors will ensure all food preparation and serving at an evacuation centre is in compliance with the relevant requirements and food handling legislation. Special dietary requirements for infants, people with diabetes, older adults, pregnant and nursing mothers and religious and cultural groups will be accommodated where possible. Nutritional snacks will be made available for people that have missed main meal times and young children who require snacks throughout their day.

The Canadian Red Cross will work with the Salvation Army in the event that a surge capacity for food is anticipated/needed. The Canadian Red Cross may also arrange for an external vendor or caterer to deliver meals.

6.3.7 Clothing: Canadian Red Cross/Salvation Army – St. Catharines

Adequate clothing and footwear will be provided to meet immediate needs of people impacted by an incident to include at least one change of seasonal clothing per person and footwear as needed. Infants and young children may require two changes of seasonal clothing.

Should the requirements for emergency clothing exceed the Salvation Army's capacity to provide; the Canadian Red Cross will contact existing suppliers to assist, as needed.

6.4 Specialized Services

Specialized Services are additional supports that may be required to assist people that have more complex needs.

Figure 5: Specialized Services



6.4.1 Specialized Services Lead: Niagara Region Community Services

The Specialized Services Lead will oversee, initiate and collaborate with non-government organization personnel and facility staff providing specialized services to impacted people. Specialized Services will be provided on a 24-hour basis at the evacuation centre unless otherwise specified, such as recreation services may only be required during the day and early evening and/or culturally-specific and language services are required on an as needed basis.

6.4.2 First Aid: St. John Ambulance

Trained personnel will provide First Aid, CPR and Automated External Defibrillator (AED) coverage at first aid stations within an evacuation centre. As well, St. John Ambulance personnel will provide information to Niagara Region Emergency Medical Services when necessary for the care and transportation of persons who require medical treatment at a hospital.

Any narcotic medications or medications that require refrigeration will be stored in a locked box and managed by the Specialized Services Lead.

6.4.3 Public Health: Niagara Region Health Department

Public Health Department staff may be required to screen for communicable diseases, inspect food premises, provide pharmaceutical support, and monitor for health hazards, potable water and general sanitation at the evacuation centre. When communicable disease cases are identified at the evacuation centre, Public Health staff will provide education and recommendations for implementation of infection control measures.

6.4.4 Psychosocial Support: Niagara Region Mental Health

Niagara Region Mental Health will lead the delivery of mental health counselling and support for anyone within an evacuation centre, providing services in partnership with Victim Services Niagara. Where the needs of an individual cannot be safely met within the evacuation centre Niagara Region Mental Health staff and Victim Services Niagara staff will work together to determine the best option(s) for the individual and implement a plan of action.

6.4.5 Financial Assessment: Niagara Region Community Services

Through the Social Assistance and Employment Opportunities Division of Community Services, evacuees may be assessed to determine their eligibility for financial assistance. Households who are not recipients of Ontario Works benefits may be eligible for alternate benefits such as emergency and discretionary benefits to support their transition from the evacuation centre back into the community.

6.4.6 Culturally-Specific and Language Services: Agencies

Language interpretation services may be accessed over the phone using the interpreter telephone line through Corporate Services, in addition to in-person American Sign Language interpreters. On-site interpretation services provided by local interpreters may be accessed through INCommunities.

6.4.7 Animal Care: Animal Protection Agencies

Depending on the evacuation centre facilities, pets may or may not be accommodated within the centre. To safeguard the health and safety of both people and pets during an incident, pets may only be boarded in rooms which have separate ventilation systems and/or have a separate exit outside. Animal protection and care agencies (e.g. Fort Erie SPCA, Lincoln County Humane Society, Niagara SPCA and Humane Society and/or the OSPCA - Ontario Society for the Prevention of Cruelty to Animals) may be called upon for assistance in placing and caring for pets.

Only service animals as described by O. Reg. 191/11-Integrated Accessibility Standards are allowed to accompany their owner in an evacuation centre and will be the responsibility of the owner. Priority will be given to find appropriate lodging and animal care for individuals with service animals.

6.4.8 Vulnerable People and Unattended Children: Niagara Region Community Services

In the event that vulnerable people with special needs or an unattended child is identified at registration or discovered in the course of evacuation centre operations the Specialized Services Lead will maintain temporary responsibility until appropriate caregivers are identified (hospital transfer, Children's Aid Society, etc.). Supervision, support and the provision of appropriate care will be established in a secure, supervised area within the evacuation centre.

6.4.9 Recreation: Niagara Region Community Services/Local Municipal Facility Staff

Recreational activities may be provided to encourage lodgers to maintain their well-being and physical fitness, where possible. When an evacuation centre is in operation for an extended period of time, age-appropriate recreational activities may be organized and supervised by facility Recreation staff or Community Services staff (e.g. Children’s Services or Seniors Community Programs).

6.5 Planning

6.5.1. Planning Lead: Niagara Region Community Services

The Planning Lead responsibilities include collecting, analyzing and transferring of information, making recommendations for action, tracking resources, maintaining all documentation, supporting the various evacuation centre leads, and updating status boards with relevant information.

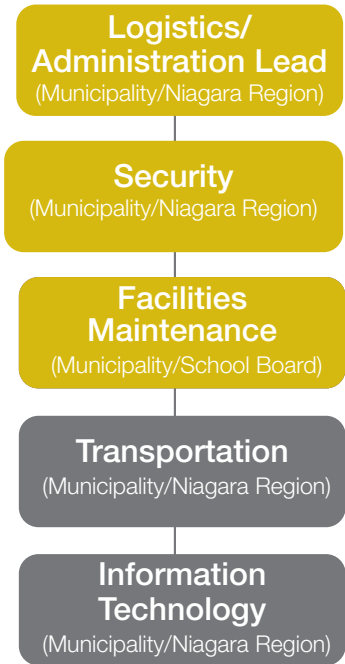
Figure 6: Planning



6.6 Logistics/Administration

Logistics/Administration is led by a Facility Manager or Supervisor with in-depth knowledge of the facility and its capacity to serve as an evacuation centre. The aim of the Logistics/Administration function is to keep the facility running at its optimum to support evacuees.

Figure 7: Logistics



6.6.1 Logistics/Administration Lead: Municipal/Regional Facility Manager

The Logistics/Administration Lead will be responsible for making the facility available for operations as an evacuation centre and providing facility staff, ongoing maintenance and housekeeping activities for the duration of an evacuation centre's activation. Additionally, the Lead is responsible for managing the facility during evacuation centre operations to ensure office functions are running to track facility invoices, employee and contractor sign-in, providing program information, and ensuring administrative management of the facility is running smoothly.

Logistics/Administration will be provided on a 24-hour basis at the evacuation centre unless otherwise specified (e.g. Information Technology assistance may only be required on an as needed basis).

6.6.2 Facilities Maintenance: Local Municipal Staff/ School Board Staff

The facilities staff will ensure the facility is clean, in good repair, safe to enter and exit and that all hygiene supplies (paper towels, soap, and hand sanitizers) are replenished regularly during evacuation centre operations. All present at the evacuation centre will work with facility staff to maintain a safe environment during evacuation centre operations.

6.6.3 Security: Municipal/ Regional Staff

Staff may provide security services, working together with the Site Manager, Evacuation Centre Liaison and facility staff to maintain a level of personal and centre security. Should fire safety systems fail, personnel will be instructed to conduct "fire watches" until fire safety systems are operational.

6.6.4 Transportation: Municipal/Regional Staff

Staff will arrange Niagara Specialized Transit, Local Area Municipal public transit, taxis or buses for evacuees who may require transportation.

6.6.5 Information Technology (IT): Local Municipal IT/ Regional IT

The Logistics/Administration Lead will contact Municipal IT or Regional IT to coordinate the maintenance or service of IT equipment and assist staff in accessing the internet and other communications as needed.

Appendix A: Amendment Table

| Number | Date | Version | Amended by | Community Services Senior Leadership Team Approval | Sections updated | Nature of the update |
|--------|------------|---------|-------------------|----------------------------------------------------|------------------|----------------------|
| 1 | 02/01/2020 | 1.0 | Michelle Johnston | | All | New Document |

Emergency Social Services Plan

SUB-PLAN B: EVACUATION CENTRE

Niagara  Region

February 2020

Subject: Housing and Homelessness Action Plan Update 2019

Report to: Public Health and Social Services Committee

Report date: Tuesday, May 12, 2020

Recommendations

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

Key Facts

- The purpose of this report is to update Council and the ministry on actions completed in 2019 related to Niagara's Housing and Homelessness Action Plan (HHAP).
- Consolidated Municipal Service Managers (CMSM) are required to report to the public and Ministry of Municipal Affairs and Housing by June 30 each year with respect to efforts of the previous year. This report serves to meet the requirement for 2019.
- The 10-Year Plan includes a complete vision for addressing homelessness and access to affordable housing in response to identified local needs.
- In 2019, the HHAP focused on activities related to the completion of the five-year review, initiating a transformation of the homelessness services system and increasing readiness to address local affordable housing need.
- Significant accomplishments include joining the Built for Zero Canada movement, expanding the Home for Good supportive housing program, launching a shelter diversion pilot, beginning the procurement process for homelessness services for 2020-23 that align with best practices in Canada, and increasing public and provider education.

Financial Considerations

The resources required to facilitate the management of the Housing and Homelessness Action Plan (HHAP) are provided within the approved annual budget.

Analysis

The purpose of this report is to update Council and the ministry on actions completed in 2019 related to Niagara's HHAP. Consolidated Municipal Service Managers (CMSM)

are required to report to the public and Ministry of Municipal Affairs and Housing (MMAH) by June 30 each year with respect to efforts of the previous year. This report serves to meet the requirement for 2019.

The HHAP was developed in response to the *Housing Services Act 2011, section 6*, which requires municipalities to establish and implement a 10-year plan to address local housing and homelessness needs. The HHAP includes a complete vision for addressing housing and homelessness needs in response to identified local needs. The short term and medium term activities identified in the HHAP were completed between 2014 and 2019.

The HHAP was updated in 2019 after completion of a five-year review. The update ensures the HHAP remains responsive to recent changes in the community and housing market that affect the local demand for homelessness services and affordable housing over the long-term. The Five-Year Review and Updated Action Plan (2019–2023) was approved by Council in October 2019 (pending final approval by the MMAH).

In 2019, the HHAP focused on activities related to the completion of the five-year review, initiating a transformation of the homelessness services system and increasing readiness to address local affordable housing need. System transformation efforts addressed the key recommendations of the homeless system review, completed by Whitesell & Company in January 2019, and align with Canadian best practices in homeless service delivery. Best practices in program delivery were a focus of the procurement of homeless services for 2020-23. Work to develop coordinated access for services, a by-name list, and common assessment align with the Built for Zero Canada (BFZ-C) model.

Common definitions and a common assessment of current and future need for affordable housing in Niagara region and within each local area municipality were provided through contracted work by the Canadian Centre for Economic Analysis (CANCEA). This significant data effort was supported through collaboration with Niagara Regional Planning and Development Services, Homelessness Services, and Niagara Regional Housing. The data provides a common understanding of local need, which can support coordinated and targeted efforts to provide an appropriate mix of housing options in Niagara.

Community engagement continues to be a focus and strength of the HHAP. The HHAP working groups provide an opportunity for funded agencies and other community partners and stakeholders to offer input into system and service planning on an ongoing

basis. In 2019 a Coordinated Access and By-Name List working group was added, a Housing Provider advisory was re-established, the Prevention working group was expanded to include shelter diversion, and the Lived Experience advisory was elevated to have equal status with all other working groups.

Highlights from 2019 related to the four goals of the HHAP include the following:

Goal 1 – House People Who do not Have a Home

- Niagara was successful in its application to join the Built for Zero Canada movement in July 2019.
- Work began to develop Niagara's Homeless By Name List (real time client record system), to make homelessness data available in real time and actionable on a systems level (allowing Niagara to answer critical system questions as we implement changes to our local system – e.g. "Did homelessness decrease?") and individual level (e.g. Did Larry get housed?).
- An additional 18 spaces were added to the Home for Good program, which provides housing with supports to individuals experiencing chronic homelessness. New spaces include eight purpose-built units in Port Colborne and ten community based units. Clients were prioritized for access to these new program spaces through a process which incorporated components of coordinated access and common assessment of need in alignment with BFZ-C.

Goal 2 – Help People to Retain a Home

- Niagara launched a shelter diversion pilot within Niagara's youth emergency homeless shelter.
- NRH developed an In-Situ Rent Supplement Program to engage new landlords and offer applicants on the wait list an opportunity to receive Rent-Geared-to- Income Housing where they currently live.

Goal 3 – Increase Housing Options and Opportunities for Low- and Moderate-Income Households

- The new Niagara Official Plan is in its drafting phase. Significant public consultation occurred in November 2019 to inform and receive feedback on all key areas of the Official Plan, including housing.
- Reports from CANCEA identify current and future affordable housing needs in Niagara, out to 2041. This invaluable data supports the development of Niagara's

affordable housing strategy, providing common definitions and measures related to affordable housing, and will support strategic and targeted efforts to future housing investments.

- Niagara Regional Housing (NRH) hosted ONPHA's (Ontario Non-Profit Housing Association) Ready Set (re)Build training in December 2019. Local non-profits, cooperatives, church groups, and a private sector participant attended to learn how to successfully develop or redevelop affordable housing.
- A call for proposals for a Regional investment of \$1.7 million in affordable housing, through a joint venture model. Bidding closed in October 2019 and submitted proposals were under review by the end of 2019.
- Niagara Regional Housing added 85 new units of affordable housing on Carlton Street in St. Catharines, 12 affordable and RGI (rent geared to income) housing units (including eight net new units) on Roach Avenue in Welland and 6 units in Thorold, supporting the goals of increasing both density and number of affordable housing units.
- NRH provided down payment assistance to 17 Niagara households through the Welcome Home Niagara Homeownership Program.
- NRH launched a Social Enterprise Pilot with Niagara Resource Service for Youth ("The RAFT") through a Niagara Prosperity Initiative grant. The RAFT hires and trains at-risk youth to be mentored by an experienced contractor in preparing NRH units for new tenants.

Goal 4 – Build Capacity and Improve the Effectiveness and Efficiency of the Housing and Homelessness System

- A five-year review and update of the HHAP was completed.
- Whitesell & Company completed a review of the homeless services system. Their report outlined a revised system model based on best practices and provided ten recommendations to shift to the new system model.
- To align with the recommendations of the service system review, a procurement process was undertaken with requirements to respond to system model changes and align with Canadian best practices to choose homelessness services providers for 2020-2023.
- A series of public information presentations on housing and homelessness were provided at the Grimsby, Port Colborne and Niagara Falls public libraries, along with a panel discussion at the Niagara Falls Public Library.
- Training sessions were provided to service providers, including:
 - Housing First for Women

- Use of Homeless Individuals and Families Information System (HIFIS)
- NRH and Homelessness Services partnered with the Canadian Mortgage and Housing Corporation (CMHC) and the City of Niagara Falls to host the 2019 National Housing Day event for 80+ attendees on the topic of “What Makes a Great Affordable Housing Project”.
- Niagara Region hosted a presentation by Iain De Jong to nearly 300 attendees, including elected officials, service providers and other stakeholders, at the Scotiabank Centre in December of 2019. Mr. De Jong, an internationally recognized expert on ending homelessness, challenged commonly held assumptions, debunked myths about homelessness and provided insight about effective evidence-based approaches to ending homelessness in the Canadian context.

The annually published Community Update will be distributed to the public through the Region’s partner agencies as well as being available on Niagara Region’s website.

Alternatives Reviewed

Not applicable. Reporting is required under the *Housing Services Act, 2011* per its regulations as noted above.

Relationship to Council Strategic Priorities

The HHAP describes actions, outcomes, and targets for the priority project of Affordable Housing that supports the Council Priority of a Healthy and Vibrant Community and contributes to Council’s direction to develop and implement an affordable housing strategy.

Other Pertinent Reports

- COM 35-2013 Final Version of A Home for All: Niagara’s 10-Year Community Action Plan to Help People Find and Keep Housing
- COM 16-2015 Housing and Homelessness Action Plan Update 2014
- COM 17-2016 Housing and Homelessness Action Plan Update 2015
- COM 12-2017 Housing and Homelessness Action Plan Update 2016
- COM 10-2018 Housing and Homelessness Action Plan Update 2017
- COM 10-2019 Homelessness Services System Review
- COM 15-2019 Housing and Homelessness Action Plan Update 2018
- COM 23-2019 Niagara Region Application for Built for Zero Canada

- COM 40-2019 Five-Year Review of Niagara's 10-Year Housing and Homelessness Action Plan
- PDS 17-2019 Niagara Housing Statement: Affordable Housing Data

Prepared by:

Jeffrey Sinclair, BBA
Homelessness Action Plan 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 Wendy Thompson, Community Resource Unit Manager Niagara Regional Housing and Alexandria Tikky, Planner Planning and Development Services, and reviewed by Cathy Cousins, Director Homelessness Services & Community Engagement.

Subject: Seniors Services Volunteer Report
Report to: Public Health and Social Services Committee
Report date: Tuesday, May 12, 2020

Recommendations

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

Key Facts

- The purpose of this report is to highlight the contribution of volunteers and students to Niagara Region's eight long-term care homes in 2019.

Financial Considerations

The monetary value of volunteer hours, calculated at the 2019 minimum wage rate was \$636,174. The monetary value of student contributions, calculated at the 2019 student minimum wage rate was \$1,083,599. Volunteer fundraising initiatives also raised \$154,904 in donations, used to purchase equipment, program supplies and services.

Analysis

The Benefit of Volunteerism to the Residents of Long-Term Care Homes

Seniors Services is grateful for and values the volunteer contributions made by members of the public, community groups and students. Volunteers support a wide range of programs across the eight homes including mealtime assistance, friendly visiting, help with cards and games, sing-a-longs, birthday parties, pastoral visits and other meaningful activities. Volunteers help keep the gardens beautiful, operate tuck shops and coordinate fundraising events. Volunteers make an invaluable difference to the lives of Niagara Region's long-term care home residents.

Volunteer and Student Contributions

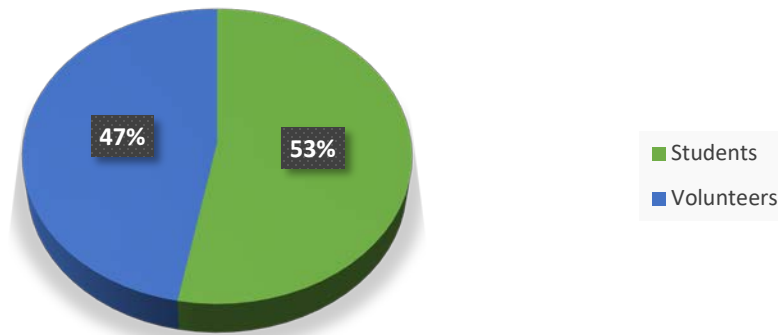
In 2019, 983 people donated their time to Seniors Services, including 461 volunteers and 522 students.

Student Placement Contribution Breakdown

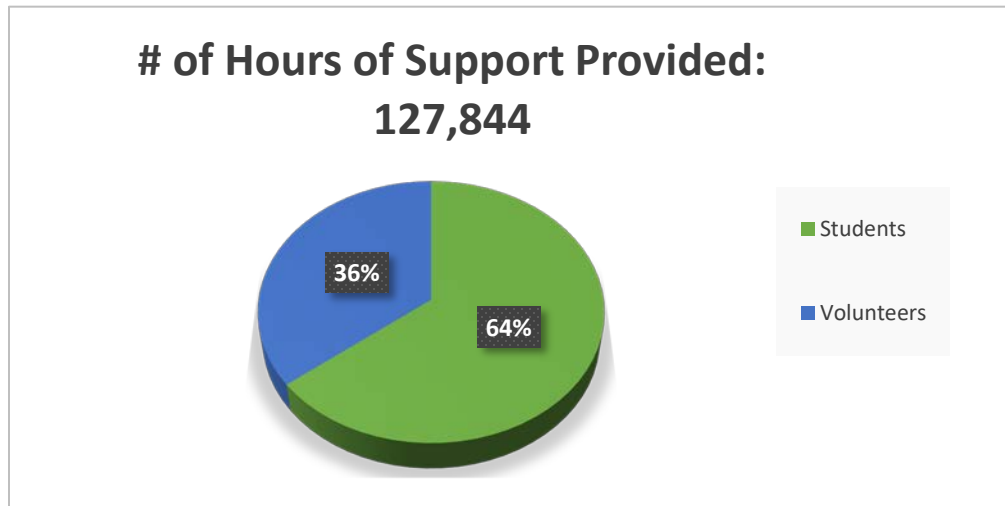
Seniors Services and our residents have benefited greatly over the past year from many hours of service provided from unpaid student placement hours from the following placements:

| | | | |
|------------------------------|-----|-----------------------|----|
| Dental Hygiene | 44 | PSW Community | 7 |
| Dietician | 1 | PSW Consolidation | 57 |
| Occupational Therapy | 1 | Recreation Therapy | 10 |
| Office Admin-Health Services | 1 | RN BScN Count | 2 |
| OTA PTA | 21 | RN Consolidation | 1 |
| PN Clinical | 135 | RN Mental Health | 63 |
| PN Consolidation | 28 | RN Pregrad | 22 |
| PN Pregrad | 13 | RN-Community Health | 15 |
| PSW Clinical | 100 | Social Service Worker | 1 |

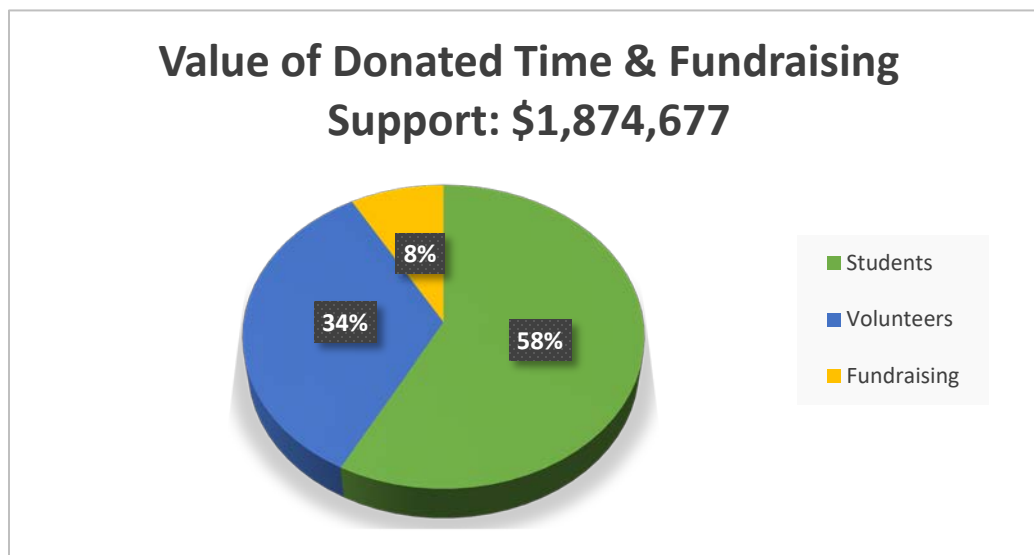
of People Providing Volunteer Support to Seniors Services: 983



Volunteers contributed 45,441 hours and students contributed 82,403 hours in 2019. They represent a total 127,844 hours of support. The combined contributions represent the equivalent of 62 full time equivalent (FTE's) staff.



The value of volunteer support when calculated at the 2019 minimum wage rate of \$14.00 per hour is \$636,174. The value of student support when calculated at the 2019 student minimum wage rate of \$13.15 per hour is \$1,083,599. Fundraising efforts to support the residents and clients in Seniors Services generated \$154,904. The total sum of all three categories of contribution as follows is \$1,874,677.



Some of the items and projects funded through donated dollars include:

Bladder Scanners

Bladder scanners are hand held ultrasound devices used by Registered Nurses at a resident's bedside. They provide a quick, non-invasive, painless, safe and accurate means to evaluate a resident's medical status.

Use of technology such as bladder scanners can help reduce the risk of transfers to emergency rooms, improve resident outcomes and decrease unnecessary suffering, in addition to providing a cost savings to our community and improving community access to emergency rooms.

Adjustable Dining Room Tables

Adjustable dining room tables can have great impact on a resident's ability to maintain their independence with eating. Tables can increase or decrease in height and depth which allows residents to enjoy their dining experience while maintaining independence in comfort. These tables can accommodate four individualized height and depth needs.

iPads for recreation

iPads are part of the strategic plan to leverage technology to enhance meaningful activities and 1:1 visits. iPads can be a great way to improve a resident's ability to communicate with their environment. With writing and language translation applications, residents are better able to express themselves with technology. iPads also allow recreation staff, volunteers and family members to share memories and take residents back in time via photos, web-searches, reminiscing programs and music therapy.

George Greenlaw Room Renovation

George Greenlaw was the vice president of the Friends of Linhaven Fundraising group from 2001 to 2019. In the last years of his life, George was a resident of Linhaven home. "Georgie" as he was lovingly referred to, loved 50's style diners. With George's passing in 2019, The Friends of Linhaven dedicated their time and financial resources to re-design a room at Linhaven to look and feel like a 1950's diner.

From turquoise walls, checkerboard flooring and a mural, the George Greenlaw Room is complete with a working jukebox. It is a wonderful place where residents and families relax, connect, and reminisce.



Jukebox

With a donation from a former resident's family, a fully customized jukebox was purchased from California. The jukebox is another great form of music therapy, which can bring back good memories for residents.

Meaningful Activities Kits

Using a Montessori approach has proven to have a positive effect on resident engagement, behaviour and mood. Utilizing dementia support kits is part of ongoing strategies to improve the quality of life of residents. Montessori programming gives seniors the opportunity to use their hands and five senses to activate and stimulate their minds. This individualized tool has many proven benefits including:

- Reducing anxiety, depression, repetitive questioning, constant request for attention
- Increasing self esteem, socialization, motor skills
- Providing a sense of accomplishment and contribution
- Eliminating boredom
- Stimulating all senses

The ABBY

The ABBY is technology that allows residents living with dementia to access and interact with personalized experiences, memories, and activities. The ABBY's interactive touch-screen provides a more flexible and personalized activity experience, key to triggering memories and engaging residents with dementia.



Alternatives Reviewed

Not applicable.

Relationship to Council Strategic Priorities

This report aligns with the Council Strategic Priority: Healthy and Vibrant Community.

Other Pertinent Reports

Not applicable.

Prepared by:

Heather Wild
Volunteer Coordinator, Linhaven
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 LTC Resident Community Program Managers Charlene Ferns, Dave Stortz, Aimie Taylor, Antonietta Todd, Richard Van Huizen, Tammy Wright, Kristin Mechelse, Jeannette Beauregard and Heather Wild, Volunteer Coordinator, and reviewed by Henri Koning, Director, Seniors Services.

Subject: Medical Directors Annual Report 2019 – Long-Term Care Homes

Report to: Public Health and Social Services Committee

Report date: Tuesday, May 12, 2020

Recommendations

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

Key Facts

- The purpose of this report is to provide summarized findings identified by the Medical Directors of Niagara Region's eight long-term care homes in their 2019 Annual Medical Directors' Reports.
- Under the Long-Term Care Homes Act, 2007, each home is required to have a Medical Director, who must be a physician. The Medical Director fulfills a number of functions including liaising with the Director of Resident Care on matters related to medical care in the home, and serving as a member of Medical Advisory Committee. Medical Directors review and provide input into medical and clinical policies based on best practices. They also ensure 24/7 medical coverage for the home and residents and oversee the Attending Physicians in their home.
- The Medical Directors continue to note increased acuity and complexity of needs for the Region's long-term care home residents. Recommendations speak to training, hospital avoidance, staffing and support for families.

Financial Considerations

As per the Long-Term Care Homes Act and the Ministry of Long-Term Care (MLTC) Level-of-Care Per Diem funding policy, Medical Directors are issued a payment through the Nursing and Personal Care envelope.

Analysis

Annually, the Medical Directors (MD) of each home complete a review of the prior year's data and provide insight into the trends and changes they are seeing in their respective home. The Medical Directors at Niagara Region's homes have varying lengths of service. One long standing Medical Director indicated that over the last 34 years of service, he has seen a gradual increase year over year in care requirements. The homes are providing oxygen, catheters, intravenous therapy for hydration and

medication purposes, and complex wound care, many of these not seen previously in his tenure.

More extensive physician assessment was required to support frail residents admitted to Niagara Region's eight long-term care homes in 2019. Many residents are palliative or require end-of-life care upon admission. An increasing challenge is the number of co-morbidities that residents are experiencing. Co-morbidities are conditions that require simultaneous medical management (e.g. dementia, diabetes, heart disease, and osteoporosis). Many residents coming into long-term care already have assistance in place in their homes for co-morbidities, responsive behaviours, or other acute conditions and require a much higher level of care once admitted.

Further to best practice and provincial direction, medical directors and attending physicians have continued their efforts to decrease the use of antipsychotic medications with support from the consultant pharmacist. Antipsychotic medication can help control hallucinations, agitation or aggression caused by dementia. However, side effects may include confusion and higher risk of falls and as such, efforts are ongoing to minimize use. The provincial target for antipsychotic use performance metric is 19%, and while the 2019 average for Niagara Region's eight homes was 20.8%, staff are working collaboratively with the physicians to reduce usage.

The Ministry of Long-Term Care has an expectation that homes reduce transfers to the emergency room to support the end of hallway medicine. The Linhaven home has been trialling a full-time nurse practitioner to support this initiative as part of her role. Since the introduction of this, the home has been able to reduce emergency room (ER) transfers by 75 percent. Reducing ER visits when possible improves the quality of life for residents. The care team can put together a care plan in the home to prevent the transfer, when appropriate. The homes also work closely with nurse practitioners from the previous local government agency, the HNHB LHIN, through the Mobile Nurse Led Outreach Team program. This program supports all 33 Niagara long-term care homes to reduce unnecessary ER visits.

The Medical Directors recommended the following to help plan the future direction for Seniors Services from their analysis of trends and changes facing long-term care:

Recommendation 1:

Continued education for personal support workers and clinical staff such as RNs and RPN's. There has been a concerted effort to educate staff for intravenous therapy,

wound care and managing responsive behaviours, and ongoing training should continue.

In 2019, Seniors Services provided wound care training for over 100 registered staff, in collaboration with York University. Registered staff also completed intravenous pump training facilitated in collaboration with the pharmacy provider.

Training provided to front line staff in 2019 included Gentle Persuasive Approaches, Positive Approaches to Care, and Aging and Dementia Simulation.

The Gentle Persuasive Approach is an innovative dementia care education curriculum based on a person-centred care approach. This interdisciplinary approach trains staff to care effectively and appropriately for residents with responsive behaviours. The curriculum also includes respectful self-protective and gentle redirection techniques for use in situations of risk.

Positive Approaches to Care is a concept and care model developed to support people living with dementia by equipping caregivers with specific skills aimed at increasing their understanding of what it is like to live with dementia.

Aging and Dementia Simulation training was facilitated in partnership with the Alzheimer's Society. The simulation provides experiential training for staff by modifying their senses to experience the world in a similar way as an older adult with some health conditions.

Recommendation 2:

Continue to work with nurse practitioners to reduce ER visits and collaborate with local hospitals to provide optimal care together.

Niagara Region's eight long-term care homes work collaboratively with the nurse practitioners funded through the Mobile Nurse Led Outreach Team. Staff are able to call for support on assessment and decision making prior to sending a resident to the emergency room. This practice will continue in 2020.

Recommendation 3:

Consider expanding the Linhaven nurse practitioner trial to other homes to support residents, families and staff with ever-changing care needs.

The pilot is currently in month 5 of a 12-month project timeline. Evaluation of the effectiveness of the embedded nurse practitioner model will continue throughout the pilot. Pending outcomes and future base funding increases, the position may be recommended for permanent status as well as possible expansion and scaling across the remaining long-term care homes.

Recommendation 4:

Review staffing patterns and consider additional PSW's. Consider also increasing recreation on the afternoon shifts and in evenings to support the behaviour program.

A study was completed to identify optimal staffing ratios (COM 07-2019). Based on funding levels the recommendations of the study informed a decision to standardize schedules across the eight long-term care homes with enhanced staffing during peak resident care times. An increase to base funding in 2018 allowed for additional staffing of 0.2 hours per bed day. Seniors Services continues to advocate to the Ministry of Long-Term Care for an increase to four hours of care per resident per day.

Recommendation 5:

Continue to support families through social worker assistance so they are better able to support their family members.

In 2019, a lead Social Worker (Masters prepared and certified) was introduced to the homes temporarily through a pilot project to support resident and families. The social worker is supporting families and residents with complex needs, helping them from admission to discharge and connecting them with required or additional services.

In conclusion, the Medical Directors commended staff at all levels (administration, nurses, PSW's, physio, social worker services, food services and volunteers) for their commitment to the homes and the task of caring for the residents every day, providing them with care and comfort.

Alternatives Reviewed

Not Applicable.

Relationship to Council Strategic Priorities

Healthy and Vibrant Community.

Other Pertinent Reports

- COM 07-2019 Seniors Services Quality Improvement Report September to December 2018
- COM 42-2019 Seniors Services Quality Report 2019

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 Dr. D. Al-baldawi, Dr. M. Ali, Dr. T. Bastedo, Dr. A. Daniel, Dr. D. Henry, Dr. C. Hu, Dr. S. Khandelwal and Henri Koning, Director, Seniors Services

MEMORANDUM**COM-C 11-2020**

Subject: 2019-RFP-308 – Housing with Supports – Supported Transitional Housing Request for Proposal Award Results

Date: May 12, 2020

To: Public Health and Social Services Committee

From: Adrienne Jugley, Commissioner, Community Services

The review of 2019-RFP-308 – Housing with Supports – Supported Transitional Housing 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 external community members and staff members from Niagara Region Public Health, Finance and Community Services. Niagara Region staff have now completed negotiations of 2019-RFP-308 – Housing with Supports – Supported Transitional Housing, and the results of the evaluation of proposals are as follows:

Successful agencies:

1. Bethlehem Housing
2. Boys & Girls Club of Niagara (Nightlight Youth Services)
3. Canadian Mental Health Association
4. Matthew House
5. Port Colborne Community Association for Resource Extensions (Port Cares)
6. Start Me Up Niagara
7. The Hope Center
8. The Young Women's Christian Association of Niagara Region (YWCA Niagara Region)

The successful agencies will provide Supported Transitional Housing, which facilitates the movement to permanent housing of individuals experiencing homelessness who are willing and able to work towards self-sufficiency, by providing accommodation and other support services.

Supported Transitional Housing is an intermediate step between emergency crisis shelter and permanent housing. Accommodation is more long-term, service-intensive and 'private' as compared to emergency shelters, yet remains time-limited to stays of three to 18 months, depending on the population being served. It is meant to provide a safe, supportive environment where residents can overcome trauma, begin to address

the issues that led to homelessness or kept them homeless, and begin to rebuild their support network. Supports that help individuals move towards independence and self-sufficiency can be accessed on-site or off-site.

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 eight 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 12-2020**

Subject: Welland City Council correspondence re: shelter program solution
Date: May 12, 2020
To: Public Health and Social Services Committee
From: Adrienne Jugley, Commissioner, Community Services

Further to the request in the attached correspondence (Appendix 1), please be advised that Niagara Region staff have been, and are continuing, to explore options that would bring all or a portion of shelter beds back to the Welland community.

As you are aware, Niagara Region has once more awarded a shelter provision contract with The Hope Centre in Welland, for the next three years, to provide emergency shelter supports to Welland residents. The Hope Centre is committed to making shelter stays for Welland residents as seamless as possible, with transportation provided for clients between The Hope Centre and shelter operations, and all services being provided at The Hope Centre are accessible for those in need. Due to the limited availability of appropriate physical assets in that community, current provision of emergency shelter units involves an asset in Niagara Falls. It is also important to note that the demand for shelter supports in Welland crosses a number of demographics (e.g. approximately 15% families (including young children), 45% single men and 40% single women) and so this too must be considered when selecting an asset for a diverse population with often very different shelter needs. That all being said, Niagara Region staff and local agencies are continuing to explore options and have engaged in dialogue with an alternative property owner in the Welland community. We are committed to keep both Niagara Region and the Welland community apprised of our efforts.

It is also important to note, consistent with best practice in our commitment to 'end chronic homelessness' (and our work in Built for Zero), staff are ensuring that Welland, as well as all communities in Niagara, have access to transitional and supportive housing in the communities in which people wish to live (71 units in Welland and a further 57 in south Niagara), assertive outreach (recently awarded contract to Gateway located in Welland and Port Cares in South Niagara) and prevention services (Hope Centre and Port Cares). Additionally, continued dialogue is encouraged about access to affordable housing as this is considered to be one of the most impactful contributions to preventing and responding to homelessness (NRH opened 12 new affordable housing units in Welland in November 2019).

In light of the above, and further to the recommendations of experts such as Iain DeJong, staff are committed to ensure that all discussions regarding emergency shelter include equally, access to the resources that support Niagara's commitment to end chronic homelessness.

Respectfully submitted and signed by:

Adrienne Jugley, MSW, RSW, CHE
Commissioner

April 7, 2020



City of Welland

Legislative Services

Office of the City Clerk

60 East Main Street, Welland, ON L3B 3X4

Phone: 905-735-1700 Ext. 2280 | Fax: 905-732-1919

Email: clerk@welland.ca | www.welland.ca

March 5, 2020

File No. 19-126

SENT VIA EMAIL

Niagara Region
1815 Sir Isaac Brock Way
P.O. Box 1042
Thorold, ON L2V 4T7

Attention: Ann-Marie Norio, Regional Clerk

Dear Ms. Ann-Marie Norio:

Re: March 3, 2020 – WELLAND CITY COUNCIL

At its meeting of March 3, 2020, Welland City Council passed the following motion:

“THAT THE COUNCIL OF THE CITY OF WELLAND requests that the Niagara Region to investigate a possible local Welland solution whether it be year round or a seasonal Out of the Cold program that could serve the residents of Welland and South Niagara; and further

THAT a copy of this resolution be provided to the other South Niagara municipalities and to Niagara Regional Council.”

Yours truly,

Tara Stephens
City Clerk

TS:cm

c.c.: Local Area Municipal Clerks, sent via email

MEMORANDUM

COM-C 14-2020

Subject: 2020 RFPQ-08 – Niagara Emergency Energy Fund (NEEF) Request for Pre-Qualification Award Results

Date: May 12, 2020

To: Public Health and Social Services Committee

From: Adrienne Jugley, Commissioner, Community Services

A Request for Pre-Qualification 2020 RFPQ-08 – Niagara Emergency Energy Fund (NEEF) closed on Tuesday, March 17, 2020. All agencies who submitted have met the mandatory eligibility requirements of 2020-RFPQ-08 – Niagara Emergency Energy Fund (NEEF). The pre-qualified agencies are as follows:

Pre-qualified agencies:

1. Community Care of St. Catharines and Thorold
2. Community Care of West Niagara
3. Port Colborne Community Association of Resource Extension (Port Cares)
4. Project Share
5. The Hope Center
6. The Salvation Army, Fort Erie Community & Family Services*

* In partnership with The Salvation Army Booth Centre

The prequalified agencies will administer the Niagara Emergency Energy Fund NEEF to assist low-income families including social assistance recipients (Ontario Works (OW) and Ontario Disability Support Program (ODSP)) with energy related emergencies. The Niagara Emergency Energy Fund (NEEF) is designed to cover urgent costs for electricity, natural gas/ oil and other forms of energy. Funding is limited to payment of arrears, security deposits and reconnection fees. Emergency assistance from this fund is paid directly to the energy provider.

Council is receiving this memo for information as the awarded value of this RFPQ falls within staff's delegated authority as per the Procurement By-Law. Consistent with the RFPQ process, Niagara Region staff pre-qualified six agencies who met the Mandatory Requirements to administer the funding and will do so within the 2020 approved budget.

Respectfully submitted and signed by:

Adrienne Jugley, MSW, RSW, CHE
Commissioner

Minute Item No. 5.1

CSD 33-2020

2019 Audited Consolidated Financial Statements

That Report CSD 33-2020, dated May 13, 2020, respecting 2019 Audited Consolidated Financial Statements, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the audited consolidated financial statements of the Regional Municipality of Niagara (the “Niagara Region”), including the sinking fund financial statements and the trust fund financial statements, for the year ended December 31, 2019, **BE APPROVED**;
2. That the audit findings report pertaining to the audited consolidated financial statement of the Niagara Region for the year ended December 31, 2019, **BE RECEIVED** for information; and
3. That staff **BE DIRECTED** to co-ordinate with the auditors to finalize the statements as presented.

Minute Item 5.2

CSD 26-2020

Long-Term Care (LTC) Redevelopment Procurement Process

That Report CSD 26-2020, dated May 13, 2020, respecting Long-Term Care (LTC) Redevelopment Procurement Process, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the procurement process for the Long-Term Care (LTC) Redevelopment project, outlined in Report CSD 26-2020, **BE APPROVED**;
2. That the evaluation criteria to be used for prequalification of General Contractors for the LTC Redevelopment Project, contained in Appendix 1 of Report CSD 26-2020, **BE APPROVED**; and
3. That staff **BE AUTHORIZED** to proceed with the approved procurement process.

Minute Item No. 5.3

CSD 36-2020

Management of Sick Benefits Audit

That Report CSD 36-2020, dated May 13, 2020, respecting Management of Sick Benefits Audit, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That staff **BE DIRECTED** to implement the recommendations in Appendix 1 of Report CSD 36-2020, respecting Management of Sick Benefits Audit Report.

Minute Item No. 6

Consent Items for Information

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

CSC-C 7-2020

COVID-19 Response and Business Continuity in Corporate Services

CSD 24-2020

Regional Development Charges Treasurer's Statement 2019

Minute Item No. 9.1

Confidential CSD 25-2020

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 – Update regarding Application for Judicial Review – Niagara Home Builders' Association

That Confidential Report CSD 25-2020, dated May 12, 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 – Update regarding Application for Judicial Review – Niagara Home Builders' Association, **BE RECEIVED** for information.

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

**CSC 4-2020
Wednesday, May 13, 2020
Council Chamber/Teleconference
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee Members Present in the Council Chamber: Foster (Committee Chair), Whalen (Committee Vice-Chair)

Committee Members Present via Zoom: Bradley (Regional Chair), Butters, Campion, Diodati, Easton, Edgar, Fertich, Gale, Heit, Ip, Redekop, Rigby

Council Members Present via Zoom: Zalepa

Staff Present in the Council Chamber: T. Harrison, Commissioner/Treasurer, Corporate Services, A.-M. Norio, Regional Clerk, R. Tripp, Acting Chief Administrative Officer

Staff Present via Zoom: D. Gibbs, Director, Legal & Court Services, , A. Jugley, Commissioner, Community Services, H. Koning, Director, Senior Services, K. Lotimer, Legislative Coordinator, F. Marcella, Manager, Internal Audit, F. Meffe, Director, Human Resources, B. Menage, Director, Procurement & Strategic Acquisitions, M. Steele, Associate Director, Reporting & Analysis, M. Trennum, Deputy Regional Clerk

Others Present via Zoom: T. Ferguson, Audit Partner, Deloitte LLP

1. CALL TO ORDER

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

2. DISCLOSURES OF PECUNIARY INTEREST

Councillor Campion declared an indirect pecuniary interest with respect to Confidential CSD 25-2020 (Agenda Item 8.1), 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 – Update regarding Application for Judicial Review – Niagara Home Builders' Association, as the City of Welland is named in the court documents and as the Mayor of Welland, he is considered an employee of the City.

Councillor Gale declared an indirect pecuniary interested with respect to Report CSD 26-2020 (Agenda Item 5.2), respecting Long-Term Care Redevelopment Procurement Process, as his daughter-in-law is employed at a long-term care home.

3. PRESENTATIONS

There were no presentations.

4. DELEGATIONS

There were no delegations.

5. ITEMS FOR CONSIDERATION

5.1 CSD 33-2020

2019 Audited Consolidated Financial Statements

Melanie Steele, Associate Director, Reporting & Analysis and Trevor Ferguson, Audit Partner, Deloitte LLP, provided information respecting 2019 Audited Consolidated Financial Statements. Topics of the presentation included:

- Year-end Overview
- Consolidated Financial Statement Highlights
- Audit Findings Report
- Next Steps

Moved by Councillor Rigby
Seconded by Councillor Whalen

That Report CSD 33-2020, dated May 13, 2020, respecting 2019 Audited Consolidated Financial Statements, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the audited consolidated financial statements of the Regional Municipality of Niagara (the "Niagara Region"), including the sinking fund financial statements and the trust fund financial statements, for the year ended December 31, 2019, **BE APPROVED**;
2. That the audit findings report pertaining to the audited consolidated financial statement of the Niagara Region for the year ended December 31, 2019, **BE RECEIVED** for information; and
3. That staff **BE DIRECTED** to co-ordinate with the auditors to finalize the statements as presented.

Carried

5.2 CSD 26-2020

Long-Term Care (LTC) Redevelopment Procurement Process

Moved by Councillor Fertich
Seconded by Councillor Butters

That Report CSD 26-2020, dated May 13, 2020, respecting Long-Term Care (LTC) Redevelopment Procurement Process, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the procurement process for the Long-Term Care (LTC) Redevelopment project, outlined in Report CSD 26-2020, **BE APPROVED**;
2. That the evaluation criteria to be used for prequalification of General Contractors for the LTC Redevelopment Project, contained in Appendix 1 of Report CSD 26-2020, **BE APPROVED**; and
3. That staff **BE AUTHORIZED** to proceed with the approved procurement process.

Carried

5.3 CSD 36-2020

Management of Sick Benefits Audit

Moved by Councillor Diodati

Seconded by Councillor Gale

That Report CSD 36-2020, dated May 13, 2020, respecting Management of Sick Benefits Audit, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That staff **BE DIRECTED** to implement the recommendations in Appendix 1 of Report CSD 36-2020, respecting Management of Sick Benefits Audit Report.

Carried

6. **CONSENT ITEMS FOR INFORMATION**

Moved by Councillor Easton

Seconded by Councillor Champion

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

CSC-C 7-2020

COVID-19 Response and Business Continuity in Corporate Services

CSD 24-2020

Regional Development Charges Treasurer's Statement 2019

Carried

Correspondence Item 6.3 was considered separately as follows:

6.3 CSC-C 6-2020

Referral of Motion from Regional Council Meeting of April 23, 2020

Moved by Councillor Easton

Seconded by Councillor Champion

That Correspondence Item CSC-C 6-2020, being a memorandum from A.-M. Norio, Regional Clerk, dated May 13, 2020, respecting Referral of Motion from Regional Council Meeting of April 23, 2020, **BE RECEIVED**; and

That Niagara Region **BE DIRECTED** to coordinate amongst Niagara municipalities and other stakeholders with higher levels of government with respect to how we fund operational and infrastructure expenses.

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

That Niagara Region **BE DIRECTED** to coordinate amongst Niagara municipalities and other stakeholders **efforts to secure long-term commitments from the provincial and federal governments** ~~with higher levels of government with respect to~~ **what services and infrastructure are funded through property taxation.** ~~how we fund operational and infrastructure expenses.~~

Moved by Councillor Easton
Seconded by Councillor Campion

That the following motion, **BE REFERRED** to staff to provide a report for the Corporate Services Committee meeting being held on June 17, 2020:

That Niagara Region **BE DIRECTED** to coordinate amongst Niagara municipalities and other stakeholders efforts to secure long-term commitments from the provincial and federal governments with respect to what services and infrastructure are funded through property taxation.

Carried

7. OTHER BUSINESS

7.1 Direct Election of the Regional Chair

Councillor Ip requested information respecting the motion concerning direct election of the Regional Chair, that was referred to the Corporate Services Committee by Regional Council at its meeting held on March 23, 2020. Ann-Marie Norio, Regional Clerk, advised that it would be included on the agenda for the Corporate Service Committee meeting being held on June 17, 2020.

7.2 Suggested Content for Report on Coordination of Efforts to Secure Long-Term Commitments (Minute Item 6.3)

Councillor Redekop requested that the report to be considered at the Corporate Services Committee meeting being held on June 17, 2020, respecting the coordination of efforts to secure long-term commitments, considers the following: the importance of timing, specific wording, the creation of a concise plan to bring forward to the upper levels of government, and input from all local municipalities. Todd Harrison, Commissioner/Treasurer, Corporate Services, advised that he will include this as a discussion item on the agenda for the next Area Treasurers' meeting.

8. CLOSED SESSION

Committee did not resolve into closed session.

9. BUSINESS ARISING FROM CLOSED SESSION ITEMS

9.1 Confidential CSD 25-2020

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 – Update regarding Application for Judicial Review – Niagara Home Builders' Association

Moved by Councillor Ip
Seconded by Councillor Edgar

That Confidential Report CSD 25-2020, dated May 12, 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 – Update regarding Application for Judicial Review – Niagara Home Builders' Association, **BE RECEIVED** for information.

Carried

10. NEXT MEETING

The next meeting will be held on Wednesday, June 17, 2020 at 9:30 a.m.

11. ADJOURNMENT

There being no further business, the meeting adjourned at 11:49 a.m.

Councillor Foster
Committee Chair

Kelly Lotimer
Legislative Coordinator

Ann-Marie Norio
Regional Clerk



2019

2019 Consolidated Financial Statement Highlights

Corporate Services Committee
May 13, 2020

Agenda

Year-end Overview



Consolidated Financial Statement Highlights



Audit Findings Report



Next Steps

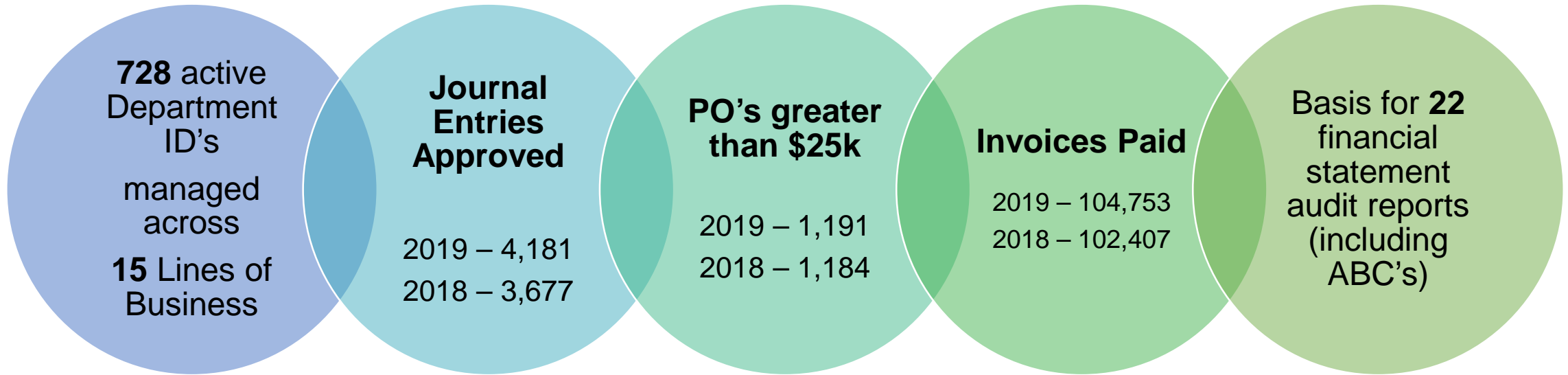
Year End Overview

Recap of reports presented during the year

| Activity | 2019 | 2018 |
|--------------------------------------------------|--------------------------------------------------|-------------------------------------------------|
| Audit Planning Report | AC - Sept. 9, 2019 | AC - Sept. 10, 2018 |
| Q1 Financial Update | BRC - June 20, 2019 Council - July 18, 2019 | CSC - June 6, 2018 Council - June 14, 2018 |
| Q2 Financial Update | CSC - Sept. 11, 2019 Council - Sept. 19, 2019 | CSC - Sept. 5, 2018 Council - Sept. 13, 2018 |
| Q3 Financial Update | CSC - Dec. 4, 2019 Council - Dec. 12, 2019 | CSC - Jan. 9, 2019 Council - Jan. 17, 2019 |
| 2019 Year End Results and Transfer Report | CSC - Mar. 11, 2020 Council - Mar. 19, 2020 | CSC - Mar. 20, 2019 Council - Mar. 28, 2019 |
| Committee Review of Audited Financial Statements | CSC - May 13, 2020 | AC - May 6, 2019 |
| Council Approval of Audited Financial Statements | May 21, 2020 | May 16, 2019 |

Year End Overview

2019 Year End Statistics



2019 Audit Plan Highlights

- **Control Reliance Approach**
 - Deloitte tested our controls in order to place reliance on them
- **Risk Based Approach**
 - Significant risks were assessed and resulted in specific audit procedures
- **Materiality**
 - Determined on a basis of total revenues
 - Misstatements greater than 5% of materiality reported to Audit Committee / Corporate Services Committee
 - Financial statements are free from material misstatements

Presentation Reconciliation

Key highlights between what you see in the Budget vs. Audited PSAS*
Financial Statements

| Budget Financials <i>(presented quarterly)</i> | Audited Financials <i>(presented annually)</i> |
|----------------------------------------------------------------------------|-------------------------------------------------------------|
| Functional basis - Levy, Rate, Capital | Canadian PSAS |
| Used for setting tax rates | Used for credit rating, annual report, MBN |
| Encumbrance accounting | Accrual accounting |
| Reserve accounting | Excludes reserve transfers |
| Excludes unfunded liabilities (i.e. employee future benefits, landfill) | Includes all liabilities |
| Capital is based on funding sources | Capital is expensed through depreciation |
| Not consolidated | Consolidated |
| Budget created to manage at program level | Audited statements summarized at overall financial position |

*PSAS – Public Sector Accounting Standards

Reconciliation of Surplus

Reconciliation showing differences between year end results and audited financial statements

| (in thousands) | 2019 | 2018 |
|------------------------------------------------------------------|------------------|------------------|
| Water & Wastewater (deficit) surplus | \$ (1,684) | \$ 2,079 |
| Waste Management (deficit) surplus | (1,156) | 1,551 |
| Levy surplus | 3,453 | 1,828 |
| Net operating surplus (per Year End Transfer Report CSD 15-2020) | 613 | 5,458 |
| Net capital activity | (45,031) | (48,925) |
| Net funding activity | 106,308 | 99,999 |
| Change in unfunded liabilities | (4,494) | 15,296 |
| Annual surplus per PSAS consolidated financial statements | \$ 57,396 | \$ 71,828 |

**A detailed surplus reconciliation is found in Appendix 1 of report*

Statement of Operations

Revenues

| Budget to Actual (in thousands) | Change |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| Budgeted revenues per financial statements | \$ 1,019,305 |
| <u>Significant changes</u> | |
| Requisitions on local governments driven by higher supplemental taxes | 2,488 |
| User charges driven mainly by reduced recycling commodity prices offset by higher rental income in NRH and additional accomodation fees in LTC | (2,733) |
| Government transfers - Ontario driven mainly by changes in Ministry funding formula for SAEO and timing of revenue recognition in NRH | (5,857) |
| Development Charges driven mainly by timing of revenue recognition on CSO projects | (6,500) |
| Other/miscellaneous | 2,590 |
| Actual revenues | \$ 1,009,293 |

Statement of Operations

Expenses

| Budget to Actual (in thousands) | Change |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| Budgeted expenses per financial statements | \$ 982,294 |
| <u>Significant changes</u> | |
| Transportation Services driven mainly by reduced labour related costs, utilities, materials, and transit costs | (7,518) |
| Environmental Services driven mainly by timing of CSO grants | (16,909) |
| Catharines child care centre offset by higher than anticipated compensation and medical supplies in Senior Services for costs 95% funded by the Ministry | (3,822) |
| Social Housing driven mainly by lower payments to providers | (2,789) |
| Miscellaneous/other differences than budget | 640 |
| Actual expenses | \$ 951,896 |

Statement of Financial Position

Employee future benefits (Note 5) and landfill liability (Note 7)

| (in thousands) | 2019 | | 2018 | |
|----------------------|------------|------------|------------|------------|
| | EFB* | Landfill | EFB* | Landfill |
| Liability | \$ 109,642 | \$ 61,277 | \$ 104,421 | \$ 61,397 |
| Reserves | 34,589 | 8,205 | 34,539 | 8,288 |
| Funded Status | 32% | 13% | 33% | 13% |

*EFB - Employee Future Benefits

These liabilities are partially unfunded and are only adjusted annually – no adjustments are made for quarterly reporting purposes

Statement of Financial Position

Long-term liabilities (Note 9)

| (in thousands) | 2019 | 2018 | Change |
|-----------------------------------------|-------------------|-------------------|------------------|
| Long-term liabilities | | | |
| Long-term liabilities | \$ 712,170 | \$ 676,851 | \$ 35,318 |
| Less: sinking fund assets | (16,266) | (14,193) | (2,073) |
| Long-term debt | 695,904 | 662,658 | 33,246 |
| Less: Debt recoverable from LAMs | (316,419) | (305,684) | \$ (10,735) |
| Net Region long-term liabilities | \$ 379,485 | \$ 356,974 | \$ 22,511 |

- Total of \$97 million in debt was issued during the year; and \$64 million was repaid during the year broken down as follows:
 - Region issued \$58 million for NRPS, Transportation, Public Health, Water & Wastewater and NRH; repaid \$35 million
 - LAM's issued \$39 million; repaid \$29 million

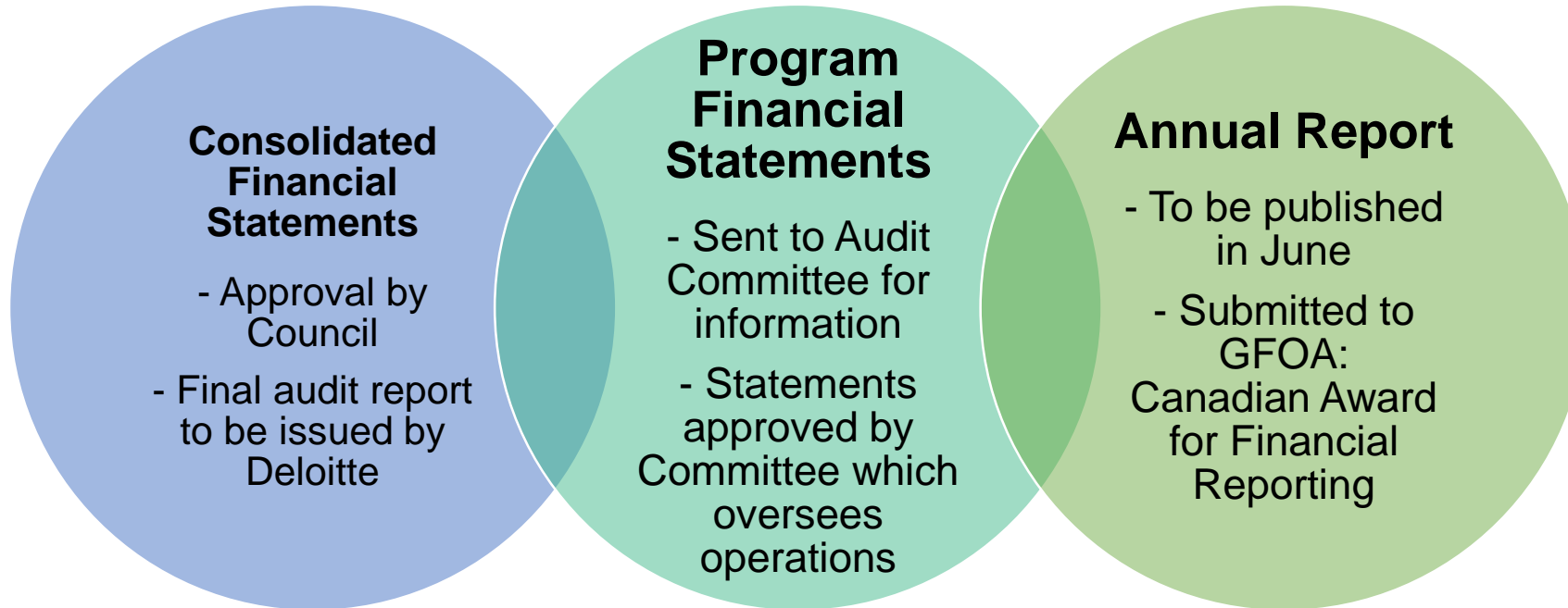
Audit Findings Report

Presented by: Trevor Ferguson, Partner, Deloitte

- Audit findings report included (Appendix 3)
- Unqualified audit opinion
- No Management Letter to Audit Committee / Corporate Services Committee for 2019 year end

Next Steps

Financial Statement Approval and Annual Report



Questions?

Melanie Steele

Associate Director, Reporting & Analysis

905-980-6000 ext. 3591

melanie.steele@niagararegion.ca

Subject: 2019 Audited Consolidated Financial Statements

Report to: Corporate Services Committee

Report date: Wednesday, May 13, 2020

Recommendations

1. That the audited consolidated financial statements of the Regional Municipality of Niagara (the "Niagara Region"), including the sinking fund financial statements and the trust fund financial statements, for the year ended December 31, 2019 **BE APPROVED**;
2. That the audit findings report pertaining to the audited consolidated financial statement of the Niagara Region for the year ended December 31, 2019 **BE RECEIVED** for information; and
3. That staff **BE DIRECTED** to co-ordinate with the auditors to finalize the statements as presented.

Key Facts

- The purpose of this report is to comply with the Audit Committee Terms of Reference that the Audit Committee satisfy itself, on behalf of Regional Council, that Niagara Region's annual consolidated financial statements are fairly presented in accordance with generally accepted accounting principles and to recommend to Council whether the annual financial statements should be approved.
- Due to COVID-19 measures, the Niagara Region has amended its procedural by-law to allow for electronic meetings for Standing Committees and Council only therefore Audit Committee has been canceled. As all of the Audit Committee members are on Corporate Services Committee, the statements will be presented at Corporate Services Committee who will then recommend approval to Council. Our external auditors, Deloitte, do not have any concerns with this change in process as ultimate approval still rests with Council.
- The requirement for an annual audit is established in the Municipal Act, 2001, S.O. 2001, c.25 paragraphs 294.1 through 296.1
- Niagara Region received an unqualified audit opinion and no management letter points for the year ended December 31, 2019.
- Year end funding surplus results were reported in CSD 15-2020, 2019 Year End Results and Transfer Report, and are consistent with the results reported in the consolidated financial statements adjusted for accounting presentation required of

Public Sector Accounting Standards (PSAS). A reconciliation of the two presentation methodologies is provided in Appendix 1.

Financial Considerations

The consolidated financial statements have been prepared in compliance with legislation and in accordance with generally accepted accounting principles established by the Public Sector Accounting Board of Chartered Professional Accountants of Canada.

The Niagara Region budget to actual results (funding surplus) are prepared and reported on a quarterly basis (used as a tool to manage funding requirements), whereas the consolidated financial statements are prepared using Public Sector Accounting Standards (PSAS). Appendix 1 reconciles the surplus per the audited Consolidated Statement of Operations to the funding surplus based on the budget approach previously presented in CSD 15-2020.

A draft copy of the Niagara Region's consolidated financial statements for the year ended December 31, 2019 is attached in Appendix 2. In addition, Deloitte's audit finding report for the year ended December 31, 2019 is also attached in Appendix 3.

Analysis

The consolidated financial statements of the Niagara Region, including the sinking fund financial statements and the trust fund financial statements, for the year ended December 31, 2019 have been audited.

Niagara Region's external auditor (Deloitte) has indicated that in their opinion, the consolidated financial statements present fairly, in all material respects. The fair presentation as of December 31, 2019 includes;

- Consolidated statement of financial position
- Consolidated statement of operations and accumulated surplus
- Consolidated statement of changes in net debt
- Consolidated statement of cash flows
- Sinking fund financial statements
- Trust fund financial statements

The consolidated financial statements are prepared using PSAS, making them comparable to other municipalities in Canada.

The consolidated financial statements reflect the assets, liabilities, revenues and expenses as well as the accumulated surplus of the reporting entity. The reporting entity is comprised of all organizations, committees and local boards accountable for the administration of their financial affairs and resources to Niagara Region and which are owned and controlled by the Region. These entities and organizations include:

- Niagara Regional Housing
- Court Services
- Niagara Regional Police Services

During the course of the audit, Deloitte makes note of any observed internal control weaknesses and makes suggestions for improvements through management letter comments. There are no management letter points for the 2019 consolidated financial statement audit.

Sinking Fund Financial Statements

In June 2010, Niagara Region issued sinking fund debentures by law of bylaw 76-2010. The first payment into the sinking fund occurred in June 2011. The Municipal Act, 2001, S.O. 2001, c.25 paragraph 409.6 requires the municipal auditor to certify the balance in the sinking fund each year.

Trust Fund Financial Statements

As per Ontario Regulation 79/10, section 241.(10) of the Long Term Care Homes Act, 2007, every licensee of a long-term care home must have each resident account audited annually.

In accordance with Canadian Auditing Standards, the consolidated financial statements will be dated on the date in which the recognized authority with respect to the financial statements has approved the financial statements. In the case of Niagara Region, this authority lies with Council, and as such, the signed Auditor's report will be received on the date when the financial statements are approved by Council. Until that approval is received, the consolidated financial statements are marked as draft.

Upon completion of the 2019 Annual Report, which contains the consolidated financial statements, the financial statements will be available to the public on the Niagara Region website:

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

Alternatives Reviewed

The consolidated financial statements are prepared using PSAS and an annual audit is a requirement of the Municipal Act, therefore no alternatives were reviewed.

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 15-2020, 2019 Year End Results and Transfer Report

Prepared by:

Melanie Steele, MBA CPA CA
Associate Director, Reporting & Analysis
Corporate Services

Recommended by:

Todd Harrison
Commissioner/Treasurer
Corporate Services

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Helen Chamberlain, Director, Financial Management and Planning.

Appendices

| | |
|------------|----------------------------------------------|
| Appendix 1 | Annual Surplus Reconciliation |
| Appendix 2 | Draft 2019 Consolidated Financial Statements |
| Appendix 3 | 2019 Deloitte Audit Findings Report |

| (in thousands) | <u>Approved Budget</u> | <u>2019</u> | <u>2018</u> |
|---------------------------------------------------------------------|----------------------------|------------------|------------------|
| Based on budget approach | | | |
| Water & Wastewater (deficit) surplus | \$ - | \$ (1,684) | \$ 2,079 |
| Waste Management (deficit) surplus | - | (1,156) | 1,551 |
| Levy surplus surplus | - | 3,453 | 1,828 |
| Operating Surplus based on CSD 15-2020 | - | 613 | 5,458 |
| PSAS Presentation Adjustments: | | | |
| Capital | | | |
| Recognize amortization | (87,189) | (87,189) | (82,301) |
| Recognize in year capital program revenues | 44,517 | 45,376 | 44,969 |
| Recognize capital fund expenditures resulting in operating expenses | (10,261) | (10,681) | (9,154) |
| Recognize operating fund expenditures resulting in capital assets | 2,040 | 2,040 | 1,794 |
| Recognize proceeds & loss on disposal of assets | (765) | (765) | (4,232) |
| Recognize operating funding transferred to capital program | - | 6,190 | - |
| Capital Subtotal | (51,658) | (45,029) | (48,924) |
| Funded | | | |
| Remove principal debt repayments | 46,651 | 33,936 | 26,759 |
| Remove net transfers to reserves (including interest allocation) | 46,939 | 72,026 | 72,976 |
| Remove sinking fund activity | - | 345 | 263 |
| Funded Subtotal | 93,590 | 106,307 | 99,998 |
| Unfunded | | | |
| Recognize change in landfill liability | 120 | 120 | 17,794 |
| Recognize power dams liability | - | 422 | 422 |
| Recognize change in unfunded employee future benefits liability | (5,041) | (5,036) | (2,920) |
| Unfunded Subtotal | (4,921) | (4,494) | 15,296 |
| Annual surplus per PSAS consolidated financial statements | \$ 37,011 | \$ 57,397 | \$ 71,828 |

A balanced operating budget, developed for the purposes of setting tax rates and user fees, was approved by Council on February 28, 2019. The operating surplus presented at the top of the chart represents the actual financial results of the Region compared to the operating budget. Since the Region is required to report its annual surplus using Public Sector Accounting standards (PSAS), a number of adjustments are required in order for the financial results to conform with PSAS. For example, in the operating budget capital projects are recognized when funding is allocated, however in order to conform with PSAS an adjustment is required as capital projects should be expensed over time through amortization, rather than immediately.

CONSOLIDATED FINANCIAL STATEMENTS OF THE REGIONAL MUNICIPALITY OF NIAGARA

For the year ended December 31, 2019

DRAFT

THE REGIONAL MUNICIPALITY OF NIAGARA

MANAGEMENT'S RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The accompanying consolidated financial statements of The Regional Municipality of Niagara (the "Region") are the responsibility of the Region's management and have been prepared in accordance with Canadian Public Sector Accounting Standards. A summary of the significant accounting policies is described in Note 1 to the consolidated financial statements. The preparation of consolidated financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Region's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the consolidated financial statements. These systems are monitored and evaluated by management.

The audit committee meets with management and the external auditors to review the consolidated financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the consolidated financial statements.

The consolidated financial statements have been audited by Deloitte LLP, independent external auditors appointed by the Region. The accompanying Independent Auditors' Report outlines their responsibilities, the scope of their examination and their opinion on the Region's consolidated financial statements.

Todd Harrison,

Commissioner of Corporate Services/Treasurer

May 13, 2020

Independent Auditor's Report

To the Members of Council, Inhabitants and Ratepayers of
the Regional Municipality of Niagara

Opinion

We have audited the consolidated financial statements of Regional Municipality of Niagara (the "Region"), which comprise the consolidated statement of financial position as at December 31, 2019, and the consolidated statements of operations and changes in net financial assets, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Region as at December 31, 2019, and the results of its operations, changes in net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

Responsibilities of Management and those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Region's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Region or to cease operations, or has no realistic alternative but to do so.

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

DRAFT AS AT 04/17/2020

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Region's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Region's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Region to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Region to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

"Original signed by Deloitte"

Chartered Professional Accountants
Licensed Public Accountants
May 13, 2020

THE REGIONAL MUNICIPALITY OF NIAGARA

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at December 31, 2019 (In thousands of dollars)

| | 2019 | 2018 |
|-------------------------------------------------------------------|---------------------|---------------------|
| FINANCIAL ASSETS | | |
| Cash | \$ 135,681 | \$ 106,902 |
| Investments (note 2) | 635,596 | 585,420 |
| Accounts receivable (note 3) | 80,140 | 80,713 |
| Other current assets | 417 | 329 |
| Tangible capital assets held for sale (note 4) | 1,760 | 756 |
| Debt recoverable from others (note 9) | 316,419 | 305,684 |
| | 1,170,013 | 1,079,804 |
| FINANCIAL LIABILITIES | | |
| Accounts payable and accrued liabilities | 129,782 | 114,195 |
| Employee future benefits and post-employment liabilities (note 5) | 109,462 | 104,421 |
| Deferred revenue (note 6) | 219,750 | 178,320 |
| Landfill closure and post-closure liability (note 7) | 61,277 | 61,397 |
| Long-term liabilities (note 9) | 695,904 | 662,658 |
| Capital lease obligation (note 10) | 4,352 | - |
| | 1,220,527 | 1,120,991 |
| Net debt | (50,514) | (41,187) |
| NON-FINANCIAL ASSETS | | |
| Tangible capital assets (note 11) | 1,823,929 | 1,755,117 |
| Inventory | 7,498 | 7,360 |
| Prepaid expenses | 18,609 | 20,836 |
| | 1,850,036 | 1,783,313 |
| Accumulated surplus (note 12) | \$ 1,799,522 | \$ 1,742,126 |

The accompanying notes are an integral part of these consolidated financial statements.

THE REGIONAL MUNICIPALITY OF NIAGARA

CONSOLIDATED STATEMENT OF OPERATIONS

For the year ended December 31, 2019 (In thousands of dollars)

| | 2019 Budget (note 20) | 2019 Actual | 2018 Actual |
|----------------------------------------|--------------------------|------------------|----------------|
| REVENUES (Note 19) | | | |
| Taxation and user charges: | | | |
| Levies on area municipalities | \$ 380,993 | \$ 383,481 | \$ 363,304 |
| User charges | 226,456 | 223,723 | 216,641 |
| | 607,449 | 607,204 | 579,945 |
| Government transfers (note 18): | | | |
| Government of Canada | 26,497 | 26,690 | 24,986 |
| Province of Ontario | 326,670 | 320,813 | 322,020 |
| Other municipalities | 687 | 861 | 608 |
| | 353,854 | 348,364 | 347,614 |
| Other: | | | |
| Development charges earned | 26,314 | 19,814 | 13,387 |
| Investment income | 17,519 | 18,176 | 16,613 |
| Provincial offences | 6,740 | 7,025 | 7,336 |
| Miscellaneous | 7,429 | 8,710 | 14,234 |
| | 58,002 | 53,725 | 51,570 |
| Total revenues | 1,019,305 | 1,009,293 | 979,129 |
| EXPENSES (Note 19) | | | |
| General government | 43,417 | 43,503 | 43,507 |
| Protection to persons and property | 193,701 | 192,662 | 189,911 |
| Transportation services | 80,451 | 72,933 | 66,063 |
| Environmental services | 167,317 | 150,408 | 123,780 |
| Health services | 106,017 | 107,966 | 98,499 |
| Social and family services | 306,453 | 302,631 | 297,976 |
| Social housing | 66,753 | 63,964 | 64,095 |
| Planning and development | 18,185 | 17,830 | 23,470 |
| Total expenses | 982,294 | 951,897 | 907,301 |
| Annual surplus | 37,011 | 57,396 | 71,828 |
| Accumulated surplus, beginning of year | 1,742,126 | 1,742,126 | 1,670,298 |
| Accumulated surplus, end of year | \$ 1,779,137 | \$ 1,799,522 | \$ 1,742,126 |

The accompanying notes are an integral part of these consolidated financial statements.

THE REGIONAL MUNICIPALITY OF NIAGARA

CONSOLIDATED STATEMENT OF CHANGE IN NET DEBT

For the year ended December 31, 2019 (In thousands of dollars)

| | 2019 Budget (note 20) | 2019 Actual | 2018 Actual |
|-----------------------------------------------------------|--------------------------|--------------------|--------------------|
| Annual surplus | \$ 37,011 | \$ 57,396 | \$ 71,828 |
| Acquisition of tangible capital assets | (158,046) | (158,046) | (104,039) |
| Contributed tangible capital assets | (142) | (142) | (3,615) |
| Transfers from (to) tangible capital assets held for sale | 1,004 | 1,004 | (2,759) |
| Amortization of tangible capital assets | 87,189 | 87,189 | 82,301 |
| Loss on sale of tangible capital assets | 197 | 197 | 1,295 |
| Proceeds on sale of tangible capital assets | 568 | 568 | 2,850 |
| Write down on tangible capital assets held for sale | 418 | 418 | - |
| Change in inventory | - | (138) | (41) |
| Change in prepaid expenses | - | 2,227 | (3,664) |
| Change in net debt | (31,801) | (9,327) | 44,156 |
| Net debt, beginning of year | (41,187) | (41,187) | (85,343) |
| Net debt, end of year | \$ (72,988) | \$ (50,514) | \$ (41,187) |

The accompanying notes are an integral part of these consolidated financial statements.

THE REGIONAL MUNICIPALITY OF NIAGARA

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended December 31, 2019 (In thousands of dollars)

| | 2019 | 2018 |
|--------------------------------------------------------------------|-------------------|-------------------|
| OPERATING ACTIVITIES | | |
| Annual surplus | \$ 57,396 | \$ 71,828 |
| Items not involving cash: | | |
| Amortization of tangible capital assets | 87,189 | 82,301 |
| Loss on sale of tangible capital assets | 197 | 1,295 |
| Contributed tangible capital assets | (142) | (3,615) |
| Write down on tangible capital assets held for sale | 418 | - |
| Change in employee future benefits and post-employment liabilities | 5,041 | 3,018 |
| Change in landfill closure and post-closure liability | (120) | (17,794) |
| Change in non-cash assets and liabilities: | | |
| Accounts receivable | 573 | (2,131) |
| Other current assets | (88) | (117) |
| Accounts payable and accrued liabilities | 15,587 | (8,026) |
| Deferred revenue | 41,430 | 36,098 |
| Inventory | (138) | (41) |
| Prepaid expenses | 2,227 | (3,664) |
| Net change in cash from operating activities | 209,570 | 159,152 |
| CAPITAL ACTIVITIES | | |
| Proceeds on sale of tangible capital assets | 568 | 2,850 |
| Cash used to acquire tangible capital assets | (158,046) | (104,039) |
| Net change in cash from capital activities | (157,478) | (101,189) |
| INVESTING ACTIVITIES | | |
| Proceeds on sale of investments | 137,880 | 35,135 |
| Purchase of investments | (188,056) | (140,425) |
| Net change in cash from investing activities | (50,176) | (105,290) |
| FINANCING ACTIVITIES | | |
| Capital lease acquired | 6,379 | - |
| Capital lease payments | (2,027) | - |
| Proceeds on debt issued and assumed | 58,263 | 38,999 |
| Long-term debt repaid | (33,936) | (26,759) |
| Increase in sinking fund assets | (1,816) | (1,776) |
| Net change in cash from financing activities | 26,863 | 10,464 |
| Net change in cash | 28,779 | (36,863) |
| Cash, beginning of year | 106,902 | 143,765 |
| Cash, end of year | \$ 135,681 | \$ 106,902 |
| Cash paid for interest | 13,289 | 12,993 |
| Cash received from interest | 20,065 | 15,175 |
| Investing and financing activities on behalf of others: | | |
| Debt issued on behalf of others | 39,412 | 48,230 |
| Repayment made on behalf of others | 28,677 | 27,956 |

The accompanying notes are an integral part of these consolidated financial statements.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019 (In thousands of dollars)

1. Significant accounting policies:

The Regional Municipality of Niagara (the "Region") is an upper-tier municipality in the Province of Ontario (the "Province"), Canada. The provisions of provincial statutes such as the Municipal Act, Municipal Affairs Act and related legislation guide its operations.

The consolidated financial statements of The Regional Municipality of Niagara are prepared by management in accordance with Canadian public sector accounting standards ("PSAS") as recommended by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada ("CPA Canada"). Significant accounting policies adopted by the Region are as follows:

(a) Basis of consolidation:

(i) Consolidated entities:

The consolidated financial statements reflect the assets, liabilities, revenues, expenses and accumulated surplus of the reporting entity. The reporting entity is comprised of all organizations, committees and local boards accountable for the administration of their financial affairs and resources to the Region and which are owned or controlled by the Region. These entities and organizations include:

Niagara Regional Police Services

Niagara Regional Housing

Court Services Operations

Interdepartmental and inter-organizational transactions and balances between these organizations are eliminated.

(ii) Trust funds:

Trust funds and their related operations administered by the Region are not included in these consolidated financial statements.

(b) Basis of accounting:

The Region follows the accrual method of accounting for revenues and expenses. Revenues are recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay.

(c) Investments:

Investments consist of bonds and money market notes and are stated at the lower of cost and market value. Gains and losses on investments are recorded when incurred.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019 (In thousands of dollars)

1. Significant accounting policies (continued):

(f) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets:

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value of the tangible capital assets, excluding land and landfill sites, are amortized on a straight line basis over their estimated useful lives as follows:

| Asset | Useful Life - Years |
|-------------------------------------|----------------------------------|
| Landfill and land improvements | 3 – 50 |
| Building and building improvements | 3 – 60 |
| Vehicles, machinery and equipment | - Vehicles 3 – 20 |
| | - Machinery and equipment 3 – 60 |
| Water and wastewater infrastructure | 25 – 100 |
| Roads infrastructure | - Base 40 |
| | - Bridge and culvert 60 |
| | - Surface 10 |
| | - Other infrastructure 5 - 40 |

Landfill sites are amortized using the units of production method based upon capacity used during the year.

One half of the annual amortization is charged in the year of acquisition and in the year of disposal. Assets under construction (work in progress) are not amortized until the asset is in service.

(ii) Contributions of tangible capital assets:

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue.

(iii) Intangible assets:

Intangible assets and natural resources that have not been purchased are not recognized as assets in the consolidated financial statements.

(iv) Interest capitalization:

The Region's tangible capital asset policy does not allow for the capitalization of interest costs associated with the acquisition or construction of a tangible capital asset.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019 (In thousands of dollars)

1. Significant accounting policies (continued):

(f) Non-financial assets (continued):

(v) Leases:

Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

(vi) Inventories:

Inventories held for consumption are recorded at the lower of cost and replacement cost.

(g) Reserves and reserve funds:

Certain amounts, as approved by Regional Council are set aside in reserves for future operating and capital purposes. Transfers to and/or from reserves are an adjustment to the respective reserve when approved. Reserves are presented on the consolidated statement of financial position in accumulated surplus.

(h) Government transfers:

Government transfers are recognized as revenue in the consolidated financial statements when the transfer is authorized, any eligibility criteria are met and a reasonable estimate of the amount can be made, except when and to the extent that stipulations by the transferor give rise to an obligation that meet the definition of a liability. Government transfers that meet the definition of a liability are recognized as revenue as the liability is extinguished.

(i) Deferred revenue:

Deferred revenues represent development charges collected under the Development Charges Act (1997), grants, user charges and fees which have been collected but for which the related services have yet to be performed. These amounts are recognized as revenues in the fiscal year the services are performed.

(j) Taxation revenue:

Property tax revenue is recognized on an accrual basis when the tax is authorized by the passing of the tax levy by-law. Taxes are levied on properties listed on the assessment roll at the time the by-law is passed based on approved budget and tax rates. Supplementary taxation is recognized as additional billings are issued for properties that are added to the assessment roll during the year.

At year end, the Region evaluates the likelihood of having to repay taxes as a result of tax appeals or other changes and recognizes the liability if the amount can be reasonably estimated.

(k) Investment income:

Investment income earned on surplus current fund, capital fund, reserves and reserve funds (other than obligatory reserve funds which are comprised of development charges and gas tax), are reported as revenue in the period earned. Investment income earned on obligatory reserve funds is added to the fund balance and forms part of the deferred development charges balance.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019 (In thousands of dollars)

1. Significant accounting policies (continued):

(l) Municipal cost-sharing:

The Region acts as an intermediary to administer capital projects for the acquisition of assets belonging to local area municipalities. Funding received and expenses incurred relating to the local area municipalities share of these projects amounted to \$4,886 (2018 \$982) and is not reflected in these consolidated financial statements.

(m) Tangible capital assets held for sale:

Tangible capital assets which meet the criteria for financial assets are reclassified as "tangible capital assets held for sale" on the consolidated statement of financial position. Tangible capital assets held for sale are recorded at the lower of cost and net realizable value.

Tangible capital assets held for sale are reasonably anticipated to be sold to a purchaser, external to the Region, within one year of the statement of financial position date.

(n) Use of estimates:

The preparation of consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenues and expenses during the period. Significant estimates include assumptions used in estimating provisions for tax write-offs, accrued liabilities, landfill closure and post-closure liability, contaminated site liability, certain payroll liabilities and in performing actuarial valuations of employee future benefits and post-employment liabilities. Amounts recorded for amortization of tangible capital assets are based on estimates of useful service life. Actual results could differ from these estimates.

2. Investments:

Investments reported on the consolidated statement of financial position at the lower of cost or market have market values as follows:

| | 2019 | | 2018 | |
|-------------|------------|--------------|------------|--------------|
| | Cost | Market Value | Cost | Market Value |
| Investments | \$ 635,596 | \$ 650,422 | \$ 585,420 | \$ 586,280 |

The Region has purchased \$4,841 (2018 - \$5,961) of its own debentures issued on behalf of itself and local area municipalities which have not been cancelled. This investment in own debentures is included in investments on the consolidated statement of financial position. The Region's share of the gross outstanding amount of these debentures is \$36,627 (2018 - \$39,742). Coupon rates for these debentures ranged from 3.10% to 3.95%.

3. Accounts receivable:

Accounts receivable are reported net of a valuation allowance of \$763 (2018 - \$643).

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019 (In thousands of dollars)

4. Tangible capital assets held for sale:

During the year, the Region wrote down tangible capital assets held for sale to these assets net realizable value in the amount of \$418 (2018 – \$nil). The value of write downs related to tangible capital assets held for sale is reported in the consolidated statement of operations.

5. Employee future benefits and post-employment liabilities:

The Region provides certain employee benefits which will require funding in future periods. These benefits include benefits under the Workplace Safety and Insurance Board ("WSIB") Act, sick leave, life insurance, extended health and dental benefits for early retirees.

| | 2019 | 2018 |
|----------------------------------------------------------------|------------|------------|
| Workplace Safety & Insurance Board | \$ 48,039 | \$ 42,407 |
| Accumulated Sick Leave | 11,818 | 13,544 |
| Retiree benefits | 35,335 | 34,909 |
| Vacation pay | 10,098 | 9,587 |
| Other post-employment liabilities | 4,172 | 3,974 |
| Total employee future benefits and post-employment liabilities | \$ 109,462 | \$ 104,421 |

Employee future benefits and post-employment benefits reported on the consolidated statement of financial position by entity consist of the following:

| | 2019 | 2018 |
|----------------------------------|------------|------------|
| Niagara Regional Police Services | \$ 61,438 | \$ 59,976 |
| Niagara Regional Housing | 1,648 | 1,738 |
| Niagara Region | 46,376 | 42,707 |
| Total | \$ 109,462 | \$ 104,421 |

The Region has established reserve funds to mitigate the future impact of these obligations. These reserves were created under municipal by-law and do not meet the definition of a plan asset under PSAS PS3250 Retirement Benefits. Therefore, for the purposes of these financial statements, the plans are considered unfunded. These reserve funds are presented in the consolidated statement of financial position within accumulated surplus. Reserves relating to these liabilities are summarized by entity below:

| | 2019 | 2018 |
|----------------------------------|-----------|-----------|
| Niagara Regional Police Services | \$ 9,101 | \$ 8,902 |
| Niagara Regional Housing | 793 | 792 |
| Niagara Region | 24,695 | 24,845 |
| Total (Note 12) | \$ 34,589 | \$ 34,539 |

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019 (In thousands of dollars)

5. Employee future benefits and post-employment liabilities (continued):

Information about the Region's benefit plans is as follows:

| 2019 | | | | |
|-----------------------------------|-------------------------------|--------------------------------|-------------------|------------|
| | Niagara Regional Police | Niagara Regional Housing | Niagara Region | Total |
| Accrued benefit obligation: | | | | |
| Balance, beginning of year | \$ 65,513 | \$ 460 | \$ 52,454 | \$ 118,427 |
| Current benefit cost | 5,075 | 42 | 6,367 | 11,484 |
| Interest | 2,302 | 6 | 1,610 | 3,918 |
| Benefits paid | (6,466) | (28) | (5,070) | (11,564) |
| Balance, end of year | 66,424 | 480 | 55,361 | 122,265 |
| Unamortized actuarial (loss) gain | (4,986) | 1,168 | (8,985) | (12,803) |
| Liability | \$ 61,438 | \$ 1,648 | \$ 46,376 | \$ 109,462 |
| 2018 | | | | |
| | Niagara Regional Police | Niagara Regional Housing | Niagara Region | Total |
| Accrued benefit obligation: | | | | |
| Balance, beginning of year | \$ 59,187 | \$ 1,779 | \$ 37,098 | \$ 98,064 |
| Current benefit cost | 5,370 | 344 | 2,481 | 8,195 |
| Interest | 1,724 | 51 | 826 | 2,601 |
| Actuarial loss (gain) | 4,416 | (1,591) | 14,858 | 17,683 |
| Benefits paid | (5,184) | (123) | (2,809) | (8,116) |
| Balance, end of year | 65,513 | 460 | 52,454 | 118,427 |
| Unamortized actuarial (loss) gain | (5,537) | 1,278 | (9,747) | (14,006) |
| Liability | \$59,976 | \$1,738 | \$42,707 | \$104,421 |

Included in expenses is \$1,202 (2018 - \$338) for amortization of the actuarial gain. The unamortized actuarial gain (loss) is amortized over the expected average remaining service life as listed below:

| | |
|--------------------------------------------------|---------------|
| Accumulated Sick Leave Benefit Plan entitlements | 6 - 12 years |
| Retiree benefits | 16 - 21 years |

The most recent actuarial valuation was completed as at December 31, 2018 with estimates to December 31, 2021.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019 (In thousands of dollars)

5. Employee future benefits and post-employment liabilities (continued):

Workplace Safety and Insurance Board ("WSIB")

With respect to responsibilities under provisions of the Workplace Safety and Insurance Act the Region has elected to be treated as a Schedule 2 employer and remits payments to the WSIB as required to fund disability payments. An actuarial estimate of future liabilities of the Region under the provisions of the Workplace Safety and Insurance Act has been completed and forms the basis for the estimated liability reported in these financial statements.

The unamortized actuarial gain on future payments required to WSIB is amortized over the expected period of the liability which is 11 years.

The main actuarial assumptions employed for the valuation are as follows:

Discount rate

The obligation of the present value of future liabilities as at December 31, 2019 and the expense for the year ended December 31, 2019, were determined using a discount rate of 3.75% (2018 – 3.75%).

Administration costs

Administration costs were assumed to be 32% (2018 – 32%) of the compensation expense.

Compensation expense

Compensation costs include loss of earnings benefits, health care costs and non-economic loss awards, were assumed to increase at a rate of 2.0% per annum (2018 – 2.0%).

Accumulated sick leave

Under the accumulated sick leave benefit plan, unused sick leave can accumulate and certain employees may become entitled to a cash payment when they leave the Region's employment.

The main actuarial assumptions employed for the valuation are as follows:

Discount rate

The obligation as at December 31, 2019, of the present value of future liabilities and the expense for the year ended December 31, 2019, were determined using a discount rate of 3.75% (2018 – 3.75%).

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019 (In thousands of dollars)

5. Employee future benefits and post-employment liabilities (continued):

Retiree benefits

The Region pays certain life insurance benefits on behalf of retired employees as well as extended health and dental benefits for early retirees to age 65 and Health Care Spending Accounts for certain retirees until the age of 70 or 75 depending on year of retirement. The Region recognizes these post-retirement costs in the period in which the employees rendered the services.

The unamortized actuarial loss on retiree benefits is amortized over the expected average remaining service life of 10 years.

The main actuarial assumptions employed for the valuations are as follows:

Discount rate

The obligation as at December 31, 2019, of the present value of future liabilities and the expense for the year ended December 31, 2019, were determined using a discount rate of 3.75% (2018 - 3.75%).

Medical costs

Medical costs were assumed to increase at the rate of 3.42% (2018 – 3.42%) per year, reducing to 2.75% in 2022 and thereafter.

Dental costs

Dental costs were assumed to increase at the rate of 2.75% (2018 – 2.75%) per year.

Inflation

Inflation was assumed to be 1.75% (2018 – 1.75%) per year.

Other pension plans

The Region makes contributions to the Ontario Municipal Employees Retirement Fund ("OMERS"), which is a multi-employer plan. The plan is a defined benefit plan which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay. The Region accounts for its participation in OMERS as a defined contribution plan. The OMERS Plan ended 2019 with a funding deficit of \$3.4 billion (2018 - \$4.2 billion). The funded ratio has increased to 97% from 96% in 2018. The funded ratio has increased for the seventh consecutive year.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019 (In thousands of dollars)

5. Employee future benefits and post-employment liabilities (continued):

Other pension plans (continued)

The amount contributed to OMERS for 2019 was \$31,292 (2018 - \$30,473) for current service and is included as an expense on the consolidated statement of operations. Employees' contribution to OMERS in 2019 were \$31,259 (2018 - \$30,453).

Contributions for employees with a normal retirement age of 65 were being made at rate of 9.0% (2018 - 9.0%) for earnings up to the yearly maximum pensionable earnings of \$57.40 (2018 - \$55.90) and at a rate of 14.6% (2018 - 14.6%) for earnings greater than the yearly maximum pensionable earnings. For uniformed police officers with a normal retirement age of 60, those rates were 9.2% (2018 - 9.2%) and 15.8% (2018 - 15.8%) respectively.

6. Deferred revenue:

In accordance with PSAS, obligatory reserve funds are reported as deferred revenue. The Region treats development charges and gas tax as obligatory reserve funds. The Region has obligatory reserve funds in the amount of \$198,142 (2018 - \$154,762). These reserve funds are considered obligatory as Provincial and Federal legislation restricts how these funds may be used, and under certain circumstances, how these funds may be refunded.

Amounts related to development charges collected are recognized as revenue when the Region has approved and incurred the expenses for the capital works for which the development charges were raised. These funds have been set aside, as required by the Development Charges Act (1997), to defray the cost of growth related capital projects associated with new development.

In 2008, Investing in Ontario approved a total funding of \$20,157 for capital infrastructure. Revenue is recognized as expenses are incurred. The remaining balance of \$10,617 has been set aside for the construction of the South Niagara East-West Corridor.

The deferred revenues, reported on the consolidated statement of financial position, are made up of the following:

| | 2019 | 2018 |
|----------------------------|------------|------------|
| Development charges | \$ 163,141 | \$ 134,530 |
| Gas tax | 35,001 | 20,232 |
| Obligatory reserve funds | 198,142 | 154,762 |
| Investing in Ontario Grant | 10,617 | 10,617 |
| Other deferred revenue | 10,991 | 12,941 |
| Balance, end of year | \$ 219,750 | \$ 178,320 |

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019 (In thousands of dollars)

6. Deferred revenue (continued):

The continuity of obligatory reserve funds are summarized below:

Development charges:

| | 2019 | 2018 |
|-------------------------------|------------|------------|
| Balance, beginning of year | \$ 134,530 | \$ 97,197 |
| Externally restricted inflows | 45,478 | 48,817 |
| Revenue earned | (19,814) | (13,387) |
| Investment income | 2,947 | 1,903 |
| Balance, end of year | \$ 163,141 | \$ 134,530 |

Gas tax:

| | 2019 | 2018 |
|-------------------------------|-----------|-----------|
| Balance, beginning of year | \$ 20,232 | \$ 19,124 |
| Externally restricted inflows | 28,344 | 14,415 |
| Revenue earned | (14,121) | (13,630) |
| Investment income | 546 | 323 |
| Balance, end of year | \$ 35,001 | \$ 20,232 |

7. Landfill closure and post-closure liability:

The Region owns and monitors 14 landfill sites, two of which are open and operating. The liability for closure of operational sites and post-closure care has been recognized based upon the usage of the site's capacity during the year. Landfill closure and post-closure care are activities that are expected to occur in perpetuity and requirements have been defined in accordance with industry standards and include final covering and landscaping of the landfill, pumping of ground water and leachates from the site, and ongoing environmental monitoring, site inspection and maintenance.

The costs were based upon the 2019 budget and inflation adjusted at a rate of 1.75% per annum (2018 – 1.75%) until the end of contamination. These costs were then discounted to December 31, 2019 using a discount rate of 3.75% (2018 – 3.75%). Post-closure care is estimated to be required for the contaminating lifespan of landfill sites up to 40 years (2018 – 40 years). The liability for closure and post-closure care as at December 31, 2019 is \$61,277 (2018 - \$61,397). Estimated total expenditures for closure and post-closure care are \$71,419 (2018 - \$75,440). The liability remaining to be recognized is \$10,142 (2018 - \$14,043). It is estimated that the life of open landfill sites range from 31 to 46 years with an estimated total remaining capacity of 3,285 thousand cubic meters (2018 - 3,473 thousand cubic meters).

The Region has a landfill reserve which is dedicated for costs relating to settling closure and post-closure care liabilities. As of December 31, 2019 the reserve balance is \$8,205 (2018 - \$8,288).

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019 (In thousands of dollars)

8. Contaminated site liability:

A liability for the remediation of contaminated sites is recognized as the best estimate of the amount required to remediate the contaminated sites when the following criteria are met: contamination exceeding an environmental standard exists, the Region is either directly responsible or accepts responsibility for the remediation, it is expected that the future economic benefit will be given up, and a reasonable estimate of the amount is determinable. If the likelihood of the Region's obligation to incur these costs is either not determinable, or if an amount cannot be reasonably estimated, the costs are disclosed as contingent liabilities in the notes to the financial statements.

As at December 31, 2019 there are no contaminated sites that meet the specified criteria and no liability (2018 - \$nil) for contaminated sites has been recorded in the consolidated financial statements.

9. Net long-term liabilities:

- (a) As well as incurring long-term liabilities for regional purposes, the Region also incurs long-term liabilities on behalf of the area municipalities. The responsibility for raising the amounts required to service this debt lies with the respective area municipalities.

The balance of net long-term liabilities reported on the consolidated statement of financial position is made up of the following:

| | 2019 | 2018 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|
| Long-term liabilities incurred by the Region | \$ 712,170 | \$ 676,851 |
| Less: Sinking fund assets | (16,266) | (14,193) |
| Long-term debt | \$ 695,904 | \$ 662,658 |
| Debt recoverable from others net of sinking fund assets (long-term liabilities incurred by the Region for which other entities have assumed responsibility) | (316,419) | (305,684) |
| Net long-term debt, end of year | \$ 379,485 | \$ 356,974 |

- (b) The long-term liabilities in (a) issued in the name of the Region have been approved by by-law. The annual principal and interest payments required to service these liabilities are within the annual debt repayment limit prescribed by the Ministry of Municipal Affairs.
- (c) The Region issued sinking fund debentures of \$78,079 payable on June 30, 2040 and bearing interest at the rate of 5.2% per annum. The sinking fund debentures are included in long-term liabilities in (a) and include \$9,333 borrowed on behalf of the City of St. Catharines and shown as debt recoverable from others. The City of St. Catharines share of the sinking fund assets have been removed from the debt recoverable from others in (a). Annual principal payments into the sinking fund of \$1,512 are due June 30 of each year. These payments are reflected as principal repayments in (e).

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019 (In thousands of dollars)

9. Net long-term liabilities (continued):

(d) The Region is contingently liable for long-term liabilities with respect to debt issued for area municipalities, school boards, tile drainage and shoreline property assistance. The total amount outstanding as at December 31, 2019 is \$316,419 (2018 - \$305,684) and is reported on the consolidated statement of financial position as debt recoverable from others.

(e) Principal payments to be funded by the Region, including sinking fund payments, due in each of the next five years are as follows:

| | 2019 |
|------------|-------------------|
| 2020 | \$ 31,573 |
| 2021 | 27,233 |
| 2022 | 26,982 |
| 2023 | 26,603 |
| 2024 | 23,878 |
| Thereafter | 243,216 |
| | \$ 379,485 |

Total interest on net long-term liabilities which are reported on the consolidated statement of operations amounted to \$13,340 in 2019 (2018 - \$13,212). The long-term liabilities bear interest at rates ranging from 1.3% to 4.8%. The interest on long-term liabilities assumed by the municipalities or by individuals in the case of tile drainage and shoreline property assistance loans are not reflected in these consolidated financial statements.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019 (In thousands of dollars)

10. Capital lease obligation:

In 2017, the Region entered into a lease agreement for the construction of land and building in Niagara Falls to be used for Public Health. Upon completion of the construction in 2019, the Region has accounted for the obligation as a capital lease. The amount of the obligation is calculated as the present value of payments required under the terms of the agreement. The discount rate used by the Region in determining the present value of the lease payments is 3.75%.

The payments under the lease agreement began in 2019 and the agreement requires monthly lease payments over a period of 30 years until 2049 in addition to balloon payment required in 2029.

Future annual lease payments under the agreement are as follows:

| | 2019 |
|------------------------------------------------------|----------|
| 2020 | \$ 216 |
| 2021 | 216 |
| 2022 | 216 |
| 2023 | 216 |
| 2024 | 216 |
| Thereafter | 6,263 |
| Total minimum lease payments | \$ 7,343 |
| Less: amount representing implicit interest at 3.75% | (2,991) |
| Capital lease obligation | \$ 4,352 |

In 2019, interest of \$95 relating to the capital lease obligation has been reported in the consolidated statement of operations.

The cost of the leased tangible capital assets at December 31, 2019 is \$6,379 and accumulated amortization of leased tangible capital assets at December 31, 2019 is \$69. Amortization of the building is calculated using the straight line method for a period of 40 years.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019 (In thousands of dollars)

11. Tangible capital assets:

| | 2019 | | | | | | | |
|------------------------------------|-------------------|--------------------------------|------------------------------------|-----------------------------------|-------------------------------------|----------------------|-------------------|---------------------|
| | Land | Landfill and Land Improvements | Building and Building Improvements | Vehicles, Machinery and Equipment | Water and Wastewater Infrastructure | Roads Infrastructure | Work in progress | Total |
| Cost | | | | | | | | |
| Balance, beginning of year | \$ 223,572 | \$ 101,046 | \$ 773,995 | \$ 627,622 | \$ 355,448 | \$ 781,767 | \$ 148,601 | \$ 3,012,051 |
| Additions/transfers | 1,526 | 5,300 | 38,050 | 18,441 | 17,151 | 46,936 | 30,784 | 158,188 |
| Disposals | (1,432) | (1,756) | (4,246) | (6,892) | - | (4,462) | - | (18,788) |
| Balance, end of year | 223,666 | 104,590 | 807,799 | 639,171 | 372,599 | 824,241 | 179,385 | 3,151,451 |
| Accumulated Amortization | | | | | | | | |
| Balance, beginning of year | - | 53,869 | 363,510 | 403,820 | 82,372 | 353,363 | - | 1,256,934 |
| Disposals | - | (1,747) | (4,073) | (5,438) | - | (5,343) | - | (16,601) |
| Amortization expense | - | 3,505 | 24,005 | 30,541 | 5,282 | 23,856 | - | 87,189 |
| Balance, end of year | - | 55,627 | 383,442 | 428,923 | 87,654 | 371,876 | - | 1,327,522 |
| Net Book Value, end of year | \$ 223,666 | \$ 48,963 | \$ 424,357 | \$ 210,248 | \$ 284,945 | \$ 452,365 | \$ 179,385 | \$ 1,823,929 |

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019 (In thousands of dollars)

11. Tangible capital assets (continued):

| | 2018 | | | | | | | |
|------------------------------------|-------------------|--------------------------------|------------------------------------|-----------------------------------|-------------------------------------|----------------------|-------------------|---------------------|
| | Land | Landfill and Land Improvements | Building and Building Improvements | Vehicles, Machinery and Equipment | Water and Wastewater Infrastructure | Roads Infrastructure | Work in progress | Total |
| Cost | | | | | | | | |
| Balance, beginning of year | \$ 221,881 | \$ 98,785 | \$ 764,034 | \$ 621,224 | \$ 342,251 | \$ 762,655 | \$ 114,490 | \$ 2,925,320 |
| Additions/transfers | 1,691 | 2,538 | 10,617 | 21,010 | 13,234 | 24,453 | 34,111 | 107,654 |
| Disposals | - | (277) | (656) | (14,612) | (37) | (5,341) | - | (20,923) |
| Balance, end of year | 223,572 | 101,046 | 773,995 | 627,622 | 355,448 | 781,767 | 148,601 | 3,012,051 |
| Accumulated Amortization | | | | | | | | |
| Balance, beginning of year | - | 50,854 | 340,824 | 386,901 | 77,332 | 338,259 | - | 1,194,170 |
| Disposals | - | (277) | (421) | (14,095) | (18) | (4,726) | - | (19,537) |
| Amortization expense | - | 3,292 | 23,107 | 31,014 | 5,058 | 19,830 | - | 82,301 |
| Balance, end of year | - | 53,869 | 363,510 | 403,820 | 82,372 | 353,363 | - | 1,256,934 |
| Net Book Value, end of year | \$ 223,572 | \$ 47,177 | \$ 410,485 | \$ 223,802 | \$ 273,076 | \$ 428,404 | \$ 148,601 | \$ 1,755,117 |

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019 (In thousands of dollars)

11. Tangible capital assets (continued):

(a) Work in progress

Work in progress having a value of \$179,385 (2018 - \$148,601) have not been amortized. Amortization of these assets will commence when the asset is put into service. Included in work in progress at December 31, 2019 is \$13,687 (2018 - \$nil) related to Niagara Region's contribution toward the construction of the 2021 Canada Summer Games infrastructure. The Niagara Region also has an additional commitment of \$6,350 to this project and plans to fund 68% of the total contribution with federal gas tax revenue

(b) Contributed tangible capital assets

Contributed capital assets are recognized at fair market value at the date of contribution. Where an estimate of fair value could not be made, the tangible capital asset was recognized at a nominal value. Land is the only category where nominal values were assigned. The value of contributed assets transferred to the Region during the year is \$142 (2018 - \$3,615).

(c) Works of art and historical treasures

No works of art or historical treasures are held by the Region.

(d) Write-downs of tangible capital assets

The Region had \$nil write-downs (2018 - \$nil) of tangible capital assets during the year.

The value of write-downs related to tangible capital assets is reported in the consolidated statement of operations.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019 (In thousands of dollars)

12. Accumulated Surplus:

Accumulated surplus consists of balances as follows:

| | 2019 | 2018 |
|----------------------------------------------------------|--------------|--------------|
| Surplus: | | |
| Invested in tangible capital assets | \$ 1,440,091 | \$ 1,398,144 |
| Capital fund – unexpended capital financing | 271,407 | 226,159 |
| Operating fund | (10,886) | (12,686) |
| Unfunded | | |
| Landfill closure and post-closure liability | (61,277) | (61,397) |
| Employee future benefits and post-employment liabilities | (108,148) | (103,112) |
| Total surplus | 1,531,187 | 1,447,108 |
| Reserves set aside by Council: | | |
| Ambulance communication | 37 | 37 |
| Circle route initiatives | 1,383 | 1,383 |
| Employee benefits | 34,589 | 34,539 |
| Encumbrances | 16,377 | 19,494 |
| General capital levy | 15,680 | 26,221 |
| Niagara Regional Housing | 14,482 | 10,439 |
| Court Services facilities renewal | 2,876 | 1,650 |
| Public liability self-insurance | 2,270 | 2,270 |
| Smart growth | 201 | 201 |
| Taxpayer relief reserve | 23,757 | 26,539 |
| Waste management | 21,813 | 24,330 |
| Wastewater | 43,424 | 46,228 |
| Water | 81,798 | 91,930 |
| Landfill liability | 8,205 | 8,288 |
| Other reserves | 1,443 | 1,469 |
| Total reserves | 268,335 | 295,018 |
| Total accumulated surplus | \$ 1,799,522 | \$ 1,742,126 |

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019 (In thousands of dollars)

13. Trust funds:

Trust funds administered by the Region amounting to \$962 (2018 - \$958) have not been included in the consolidated statement of financial position nor have their operations been included in the consolidated statement of operations. The financial position and activities of the trust funds are reported separately in the trust fund financial statements.

14. Commitments:

- (a) The Region has outstanding contractual obligations of approximately \$184,243 (2018 - \$93,111) for public works projects. These costs include holdbacks. The holdbacks related to work completed as of December 31, 2019 have been accrued. Regional council has authorized the financing of these obligations.
- (b) The Region is committed to paying principal and interest payments on provincial debentures issued to finance the properties transferred to Niagara Regional Housing from Ontario Housing Corporation. The debentures are outstanding in the amount of \$7,124 (2018 - \$8,750). Annual payments of \$2,063 (2018 - \$2,159) have been charged to current operations.
- (c) The Region enters into various service contracts and other agreements in the normal course of business, which have been approved by the appropriate level of management or by Council but which have not been reported as commitments.
- (d) Minimum annual operating lease payments:

The Region has commitments under various building, land and equipment lease agreements with minimum annual operating lease payments as follows:

| | 2019 |
|------------|-----------------|
| 2020 | \$ 2,032 |
| 2021 | 1,620 |
| 2022 | 1,173 |
| 2023 | 733 |
| 2024 | 647 |
| Thereafter | 389 |
| | <u>\$ 6,594</u> |

15. Contingent liabilities:

At December 31, 2019, the Region has been named defendant or co-defendant in a number of outstanding legal actions. No provision has been made for any claims that are expected to be covered by insurance or where the consequences are undeterminable. A provision of \$9,576 (2018 - \$10,935) has been made for those claims not expected to be covered by insurance.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019 (In thousands of dollars)

16. Public Liability Insurance:

The Region has undertaken a portion of the risk for public liability as a means of achieving efficient and cost effective risk management. The Region is self-insured for public liability claims up to \$1,000 for any individual claim and \$1,000 for any number of claims arising out of a single occurrence. Outside coverage is in place for claims in excess of these amounts up to \$50,000 per occurrence.

The Region has a reserve fund for allocated self-insurance claims which as at December 31, 2019 amount to \$2,270 (2018 - \$2,270) and is reported on the consolidated statement of financial position under accumulated surplus. An amount of \$nil (2018- \$nil) has been transferred from this reserve fund in the current year.

Payments charged against operations in the current year amounted to \$6,091 (2018 - \$3,972).

17. Self-funded employee benefit plans:

The Region provides a group health and dental plan for certain employees and has assumed the full liability for payment of benefits under this plan.

Payments charged against operations in the current year amounted to \$17,886 (2018 - \$17,754).

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019 (In thousands of dollars)

18. Government transfers:

The government transfers reported on the consolidated statement of operations are:

| | Budget | 2019 | 2018 |
|------------------------------------|------------|------------|------------|
| Revenue: | | | |
| Government of Canada: | | | |
| Transportation services | \$ 10,668 | \$ 10,668 | \$ 12,059 |
| Environmental services | 6,164 | 6,164 | 2,602 |
| Health services | - | 54 | 53 |
| Social and family services | 1,082 | 1,125 | 2,339 |
| Social housing | 8,383 | 8,598 | 7,787 |
| Planning and development | 200 | 81 | 146 |
| | 26,497 | 26,690 | 24,986 |
| Province of Ontario: | | | |
| General government | 1,951 | 1,952 | 1,930 |
| Protection to persons and property | 10,008 | 9,652 | 10,007 |
| Transportation services | 2,048 | 2,031 | 1,558 |
| Environmental services | 1,626 | 1,626 | 1,127 |
| Health services | 65,843 | 64,920 | 62,419 |
| Social and family services | 233,277 | 230,206 | 226,638 |
| Social housing | 11,917 | 10,426 | 18,306 |
| Planning and development | - | - | 35 |
| | 326,670 | 320,813 | 322,020 |
| Other municipalities: | | | |
| General government | 369 | 542 | 200 |
| Protection to persons and property | 318 | 319 | 332 |
| Transportation services | - | - | 576 |
| Environmental services | - | - | (500) |
| | 687 | 861 | 608 |
| Total revenues | \$ 353,854 | \$ 348,364 | \$ 347,614 |

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019 (In thousands of dollars)

19. Segmented information:

Segmented information has been identified based upon functional areas by the Region.

The functional areas have been separately disclosed in the segmented information as follows:

(i) General government:

General government consists of the general management of the Region, including adopting by-laws and policy, levying taxes, issuing debentures and providing administrative, technical, facility management, and financial services.

(ii) Protection to persons and property:

Protection to persons and property is comprised of Police Services and Court Services. The mandate of Police Services is to ensure the safety of the lives and property of citizens, preserve peace and good order, prevent crimes from occurring, detect offenders and enforce the law. Court Services is responsible for administering and prosecuting Provincial Offences including those committed under the Highway Traffic Act, the Compulsory Automobile Insurance Act, the Trespass to Property Act, the Liquor License Act and other provincial legislation, municipal by-laws and minor federal offences. Court Services governs all aspects of the legal prosecution process, from serving an offence notice to an accused person to conducting trials including sentencing and appeals.

(iii) Transportation services:

Transportation services is responsible for the planning, design, operation and maintenance of the roadway system, the maintenance of parks and open space, and street lights.

(iv) Environmental services:

Environmental services is responsible for the engineering and operation of the water and wastewater systems and waste management. Waste management encompasses solid waste collection and disposal and Niagara Recycling.

(v) Health services:

The Public Health Department offers a range of programs related to health services that includes protection and promotion, disease and injury prevention and also oversees the Emergency Services Division ("ESD") that encompasses both Land Ambulance ("Paramedic") Services and Land Ambulance Communications ("Dispatch") Services.

(vi) Social and family services:

The Community Services department is responsible for providing public services that sustains and supports individuals, families and communities. Programs and services are delivered through Senior Services, Children's Services, Social Assistance and Employment Opportunities and Homelessness Services and Community Engagement.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019 (In thousands of dollars)

19. Segmented information (continued):

(vii) Social housing:

Social housing is responsible for providing and advocating for secure, affordable housing in the Region.

(viii) Planning and development:

The Planning and Development department provides information to Council and the community through working with partners and community groups to support planning initiatives in the region, providing information to residents about Region programs and services. The planning and development department also supports the Region special initiatives.

Certain allocation methodologies are employed in the preparation of segmented information. Taxation and payments-in-lieu of taxes are allocated to the segments based on the segment's budgeted net expenses. User charges and other revenue have been allocated to the segments based upon the segment that generated the revenue. Government transfers have been allocated to the segment based upon the purpose for which the transfer was made. Development charges earned and developer contributions received are allocated to the segment for which the charge was collected.

The accounting policies used in these segments are consistent with those followed in the preparation of the consolidated financial statements as disclosed in Note 1.

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019 (In thousands of dollars)

19. Segmented information (continued):

| | 2019 | | | | | | | | |
|---------------------------------------|-----------------------|------------------------------------------|----------------------------|---------------------------|--------------------|----------------------------------|--------------------|-----------------------------|------------------|
| | General government | Protection to persons and property | Transportation services | Environmental services | Health services | Social and family services | Social housing | Planning and development | Total |
| Revenues: | | | | | | | | | |
| Levies on area municipalities | \$ 348,152 | - | - | \$ 35,329 | - | - | - | - | \$ 383,481 |
| User charges | 746 | 8,119 | 6,680 | 163,353 | 735 | 27,908 | 15,293 | 889 | 223,723 |
| Government transfers | 2,494 | 9,971 | 12,699 | 7,790 | 64,974 | 231,331 | 19,024 | 81 | 348,364 |
| Development charges earned | - | (4) | 12,556 | 6,570 | 14 | - | 272 | 406 | 19,814 |
| Investment income | 17,842 | - | - | - | - | - | 334 | - | 18,176 |
| Provincial offenses | - | 7,025 | - | - | - | - | - | - | 7,025 |
| Miscellaneous | 1,815 | 835 | 61 | 4,691 | 74 | 842 | 388 | 4 | 8,710 |
| Total revenues | 371,049 | 25,946 | 31,996 | 217,733 | 65,797 | 260,081 | 35,311 | 1,380 | 1,009,293 |
| Expenses: | | | | | | | | | |
| Salaries, wages and employee benefits | 6,061 | 156,665 | 15,648 | 32,249 | 90,134 | 110,197 | 6,042 | 5,506 | 422,502 |
| Operating expenses | 13,784 | 17,728 | 25,133 | 86,358 | 14,793 | 78,421 | 19,876 | 1,849 | 257,942 |
| External transfers | 3,247 | 7,895 | 5,490 | 4,263 | - | 110,122 | 29,516 | 10,475 | 171,008 |
| Debt services | 13,230 | - | 26 | - | - | - | - | - | 13,256 |
| Amortization | 7,181 | 10,374 | 26,636 | 27,538 | 3,039 | 3,891 | 8,530 | - | 87,189 |
| Total expenses: | 43,503 | 192,662 | 72,933 | 150,408 | 107,966 | 302,631 | 63,964 | 17,830 | 951,897 |
| Annual surplus (deficit) | \$ 327,546 | \$ (166,716) | \$ (40,937) | \$ 67,325 | \$ (42,169) | \$ (42,550) | \$ (28,653) | \$ (16,450) | \$ 57,396 |

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019 (In thousands of dollars)

19. Segmented information (continued):

| 2018 | | | | | | | | | |
|---------------------------------------|-----------------------|------------------------------------------|----------------------------|---------------------------|--------------------|----------------------------------|-------------------|-----------------------------|------------|
| | General government | Protection to persons and property | Transportation services | Environmental services | Health services | Social and family services | Social housing | Planning and development | Total |
| Revenues: | | | | | | | | | |
| Levies on area municipalities | \$ 328,702 | - | - | \$ 34,602 | - | - | - | - | \$ 363,304 |
| User charges | 178 | 8,510 | 3,937 | 161,464 | 385 | 26,892 | 14,192 | 1,083 | 216,641 |
| Government transfers | 2,118 | 10,339 | 14,205 | 3,230 | 62,473 | 228,976 | 26,092 | 181 | 347,614 |
| Development charges earned | 6 | 33 | 10,953 | 1,890 | 249 | - | - | 256 | 13,387 |
| Investment income | 16,234 | - | - | - | 3 | - | 376 | - | 16,613 |
| Provincial offenses | - | 7,336 | - | - | - | - | - | - | 7,336 |
| Miscellaneous | 6,579 | 1,574 | (1,722) | 5,655 | 1,117 | 503 | 455 | 73 | 14,234 |
| Total revenues | 353,817 | 27,792 | 27,373 | 206,841 | 64,227 | 256,371 | 41,115 | 1,593 | 979,129 |
| Expenses: | | | | | | | | | |
| Salaries, wages and employee benefits | 6,084 | 152,946 | 13,927 | 30,084 | 81,503 | 107,727 | 6,451 | 5,328 | 404,050 |
| Operating expenses | 16,091 | 17,066 | 27,287 | 63,173 | 13,609 | 81,667 | 22,582 | 2,381 | 243,856 |
| External transfers | 1,229 | 9,250 | 2,229 | 3,390 | - | 104,684 | 27,336 | 15,761 | 163,879 |
| Debt services | 13,188 | - | 27 | - | - | - | - | - | 13,215 |
| Amortization | 6,915 | 10,649 | 22,593 | 27,133 | 3,387 | 3,898 | 7,726 | - | 82,301 |
| Total expenses: | 43,507 | 189,911 | 66,063 | 123,780 | 98,499 | 297,976 | 64,095 | 23,470 | 907,301 |
| Annual surplus (deficit) | \$ 310,310 | \$ (162,119) | \$ (38,690) | \$ 83,061 | \$ (34,272) | \$ (41,605) | \$ (22,980) | \$ (21,877) | \$ 71,828 |

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019 (In thousands of dollars)

20. Budget data:

The budget amounts presented in these consolidated financial statements are based upon the 2019 operating and capital budgets approved by Council on February 28, 2019. The chart below reconciles the approved budget to the budget amounts reported in these consolidated financial statements. Budgets established for tangible capital asset acquisitions are on a project-oriented basis, the costs of which may be carried out over one or more years. Where amounts were budgeted for on a project-oriented basis, the budget amounts used are based on actual projects that took place during the year to reflect the same basis of accounting that was used to report the actual results. In addition, to ensure comparability of expenses, the allocation of program support costs completed for actual reporting was also applied to the budget amounts.

| | Budget Amount |
|---------------------------------------------------------|---------------|
| REVENUES | |
| Operating | |
| Approved budget | \$ 973,894 |
| Budget Adjustments | 33,848 |
| Expenses classified as revenue | (195) |
| Capital: | |
| Development charges | 18,376 |
| Grants and subsidies | 25,864 |
| Other contributions | 277 |
| Loss on sale of tangible capital assets | (197) |
| Less: | |
| Transfers from reserves | (31,994) |
| Proceeds on sale of tangible capital assets | (568) |
| Total revenue | 1,019,305 |
| EXPENSES | |
| Operating | |
| Approved budget | \$ 973,894 |
| Budget Adjustments | 33,848 |
| Expenses classified as revenue | (195) |
| Add: | |
| Capital project cost resulting in operating expenses | 10,261 |
| Amortization | 87,189 |
| Employee future benefits | 5,041 |
| Landfill liability | (120) |
| Less: | |
| Operating expenses resulting in tangible capital assets | (2,040) |
| Transfers to reserves, including capital | (78,933) |
| Debt principal payments | (46,651) |
| Total expenses | 982,294 |
| Annual surplus | \$ 37,011 |

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019 (In thousands of dollars)

21. Comparative figures:

Certain prior year figures have been reclassified to conform to the consolidated financial statement presentation adopted in the current year.

DRAFT

Independent Auditor's Report

To the Members of Council, Inhabitants and Ratepayers of the
Regional Municipality of Niagara

Opinion

We have audited the financial statements of the Sinking Funds of the Regional Municipality of Niagara (the "Region"), which comprise the statement of financial position as at December 31, 2019, and the statements of operations, change in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the sinking funds of the Region as at December 31, 2019, and the results of its operations, changes in net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

Responsibilities of Management and those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Region's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Region or to cease operations, or has no realistic alternative but to do so.

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

DRAFT AS AT 04/17/2020

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Region's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Region's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Region to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

"Original signed by Deloitte"

Chartered Professional Accountants
Licensed Public Accountants
May 13, 2020

THE REGIONAL MUNICIPALITY OF NIAGARA

SINKING FUND STATEMENT OF FINANCIAL POSITION

As at December 31, 2019 (In thousands of dollars)

| | 2019 | 2018 |
|----------------------------------------------|---------------|---------------|
| FINANCIAL ASSETS | | |
| Cash | \$ 228 | \$ 169 |
| Interest receivable | 96 | 65 |
| Due from operating fund | 48 | 5 |
| Investments (note 2) | 15,941 | 13,960 |
| | 16,313 | 14,199 |
| LIABILITIES | | |
| Accounts payable and accrued liabilities | 4 | 4 |
| Sinking fund requirements | | |
| City of St. Catharines | 1,907 | 1,665 |
| The Regional Municipality of Niagara | 14,049 | 12,265 |
| | 15,960 | 13,934 |
| Accumulated surplus and net financial assets | \$ 353 | \$ 265 |

The accompanying notes are an integral part of these financial statements.

THE REGIONAL MUNICIPALITY OF NIAGARA**SINKING FUND STATEMENT OF OPERATIONS AND CHANGE IN NET FINANCIAL ASSETS**

For the year ended December 31, 2019 (In thousands of dollars)

| | 2019 | 2018 |
|-----------------------------------------------------------------|----------|----------|
| REVENUES | | |
| Contributions | \$ 1,512 | \$ 1,512 |
| Investment Income | 606 | 528 |
| Total revenues | 2,118 | 2,040 |
| EXPENSES | | |
| Professional fees and dues | 3 | 7 |
| Provision for sinking fund requirements | 2,027 | 1,958 |
| Total expenses | 2,030 | 1,965 |
| Annual Surplus | 88 | 75 |
| Accumulated surplus and net financial assets, beginning of year | 265 | 190 |
| Accumulated surplus and net financial assets, end of year | \$ 353 | \$ 265 |

The accompanying notes are an integral part of these financial statements.

THE REGIONAL MUNICIPALITY OF NIAGARA

SINKING FUND STATEMENT OF CASH FLOWS

For the year ended December 31, 2019 (In thousands of dollars)

| | 2019 | 2018 |
|----------------------------------------------|---------|---------|
| OPERATING ACTIVITIES | | |
| Annual surplus | \$ 88 | \$ 75 |
| Change in non-cash assets and liabilities: | | |
| Interest receivable | (31) | (30) |
| Due from operating fund | (43) | - |
| Net change in cash from operating activities | 14 | 45 |
| INVESTING ACTIVITIES | | |
| Purchase of investments | (1,981) | (2,087) |
| Net change in cash from investing activities | (1,981) | (2,087) |
| FINANCING ACTIVITIES | | |
| Increase in sinking fund requirements | 2,026 | 1,959 |
| Net change in cash from financing activities | 2,026 | 1,959 |
| Net change in cash | 59 | (83) |
| Cash, beginning of year | 169 | 252 |
| Cash, end of year | \$ 228 | \$ 169 |

The accompanying notes are an integral part of these financial statements

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO SINKING FUND FINANCIAL STATEMENTS

For the year ended December 31, 2019 (In thousands of dollars)

1. Significant accounting policies:

The financial statements of sinking funds of The Regional Municipality of Niagara (the "Region") are the representation of management prepared in accordance with Canadian public sector accounting standards.

The sinking fund is a separate fund maintained for the purpose of providing for the repayment of all sinking fund debt when it becomes due. The Region issued sinking fund debentures of \$78,079 payable on June 30, 2040 and bearing interest at the rate of 5.2% per annum. Included in the sinking fund debenture is \$9,333 borrowed on behalf of the City of St. Catharines, representing a proportionate share of 11.95%. Annual interest payments on the sinking fund debt are \$4,060.

Significant accounting policies adopted by the Region for the sinking funds are as follows:

(a) Basis of accounting:

The Region's sinking fund follows the accrual method of accounting for revenues and expenses.

(b) Sinking fund requirements:

The requirements of the sinking fund represent the amounts required which, together with interest compounded annually, will be sufficient to retire the related debentures at maturity. The requirements were calculated using a rate of 3.5% per annum.

(d) Investment income:

Investment income is reported as revenue in the period earned.

2. Investments:

The investments consist of municipal bonds and are carried at cost. At December 31, 2019 the investments have a market value of \$17,751 (2018 - \$14,254)

Independent Auditor's Report

To the Members of Council, Inhabitants and Ratepayers of
the Regional Municipality of Niagara

Opinion

We have audited the financial statements of the trust funds of the Regional Municipality of Niagara (the "Region"), which comprise the statement of financial position as at December 31, 2019, and the statements of financial activities and change in fund balance and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the trust funds of the Region as at December 31, 2019, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

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

Responsibilities of Management and those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Region's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Region or to cease operations, or has no realistic alternative but to do so.

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

DRAFT AS AT 04/17/2020

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Region's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Region's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Region to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

"Original signed by Deloitte"

Chartered Professional Accountants
Licensed Public Accountants
May 13, 2020

THE REGIONAL MUNICIPALITY OF NIAGARA

TRUST FUNDS STATEMENT OF FINANCIAL POSITION

As at December 31, 2019 (In thousands of dollars)

| | 2019 | 2018 |
|-------------------------------------------|--------|--------|
| ASSETS | | |
| Cash | \$ 244 | \$ 249 |
| Due from Regional Municipality of Niagara | 718 | 709 |
| Fund balance | \$ 962 | \$ 958 |

The accompanying notes are an integral part of these financial statements.

DRAFT

THE REGIONAL MUNICIPALITY OF NIAGARA**TRUST FUNDS STATEMENT OF FINANCIAL ACTIVITIES AND CHANGE IN FUND BALANCE**

For the year ended December 31, 2019 (In thousands of dollars)

| | 2019 | 2018 |
|-------------------------------------------------------------|---------------|---------------|
| REVENUE | | |
| Deposits from residents | \$ 468 | \$ 492 |
| Donations | 261 | 227 |
| | <u>729</u> | <u>719</u> |
| EXPENSES | | |
| Expenditures for the benefit of residents | 725 | 685 |
| | <u>725</u> | <u>685</u> |
| Excess of revenues over expenses / (expenses over revenues) | 4 | 34 |
| Fund balance, beginning of year | <u>958</u> | <u>924</u> |
| Fund balance, end of year | \$ <u>962</u> | \$ <u>958</u> |

The accompanying notes are an integral part of these financial statements.

THE REGIONAL MUNICIPALITY OF NIAGARA

TRUST FUNDS STATEMENT OF CASH FLOWS

For the year ended December 31, 2019 (In thousands of dollars)

| | 2019 | 2018 |
|----------------------------------------------|--------|--------|
| OPERATING ACTIVITIES: | | |
| Excess of revenues over expenses | \$ 4 | \$ 34 |
| Change in non-cash assets and liabilities | | |
| Due from Regional Municipality of Niagara | (9) | (59) |
| Net change in cash from operating activities | (5) | (25) |
| Cash, beginning of year | 249 | 274 |
| Cash, end of year | \$ 244 | \$ 249 |

The accompanying notes are an integral part of these financial statements.

DRAFT

THE REGIONAL MUNICIPALITY OF NIAGARA

NOTES TO TRUST FUNDS FINANCIAL STATEMENTS

For the year ended December 31, 2019 (In thousands of dollars)

1. Significant accounting policies:

These financial statements reflect the financial position, financial operations, and cash flows of funds held in trust by The Regional Municipality of Niagara ("the Region") for residents of the eight long-term care homes:

- Gilmore Lodge
- Upper Canada Lodge
- Deer Park Villa
- Woodlands of Sunset
- Linhaven
- Rapelje Lodge
- Northland Point
- Meadows of Dorchester

These financial statements are the representation of management and are prepared by management in accordance with Canadian accounting standards for not-for-profit organizations, and reflect the following policies:

(a) Basis of Accounting:

Revenues are recorded in the period in which the transactions or events occurred that gave rise to the revenue.

Expenses are recorded in the period the goods and services are acquired and a liability is incurred, or transfers are due.

(b) Uses of Estimates:

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenues and expenses during the period. Actual results could differ from these estimates.



Regional Municipality of Niagara Report to the Audit Committee on the 2019 Audit

April 8, 2020

Private and confidential

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

Re: Report on audited annual financial statements

Dear Audit Committee Members,

We are pleased to submit this report on the results of our audit of the consolidated financial statements of the Regional Municipality of Niagara (the "Region") for the 2019 fiscal year. This report summarizes the scope of our audit, our findings and reviews certain other matters that we believe to be of interest to you.

As agreed in our Master Services Agreement dated November 8, 2016, and the confirmation of changes letter dated January 30, 2019, we have performed audits of the following, in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"):

- Consolidated financial statements of the Region as at, and for the year ended, December 31, 2019;
- Financial statements of Niagara Regional Housing ("NRH") as at, and for the year ended, December 31, 2019;
- Financial statements of the Regional Municipality of Niagara Trust Funds (the "Trust Funds") as at, and for the year ended, December 31, 2019;
- Financial statements of the Regional Municipality of Niagara Sinking Funds (the "Sinking Funds") as at, and for the year ended, December 31, 2019; and
- Various agencies, boards, commissions and programs (the "Programs") as at, and for the year ended, December 31, 2019.

Herein after, collectively referred to as the "Financial Statements".

We expect to issue our Independent Auditor's Reports on the financial statements of the Region, the Trust Funds, and the Sinking Funds upon approval of the financial statements and completion of the outstanding matters noted in this report.

Our audit was conducted in accordance with the audit plan dated July 31, 2019.

This report is intended solely for the information and use of the Regional Council through the Audit Committee, management and others within the Region, and is not intended to, and should not, be used by anyone other than these specified parties. Accordingly, we disclaim any responsibility to any other party who may rely on it.

We would like to express our appreciation for the cooperation we received from management and the employees of the Region with whom we worked to discharge our responsibilities. We look forward to discussing this report summarizing the outcome of our audit with you and answering any questions you may have.

Yours truly,

"Original signed by Deloitte"

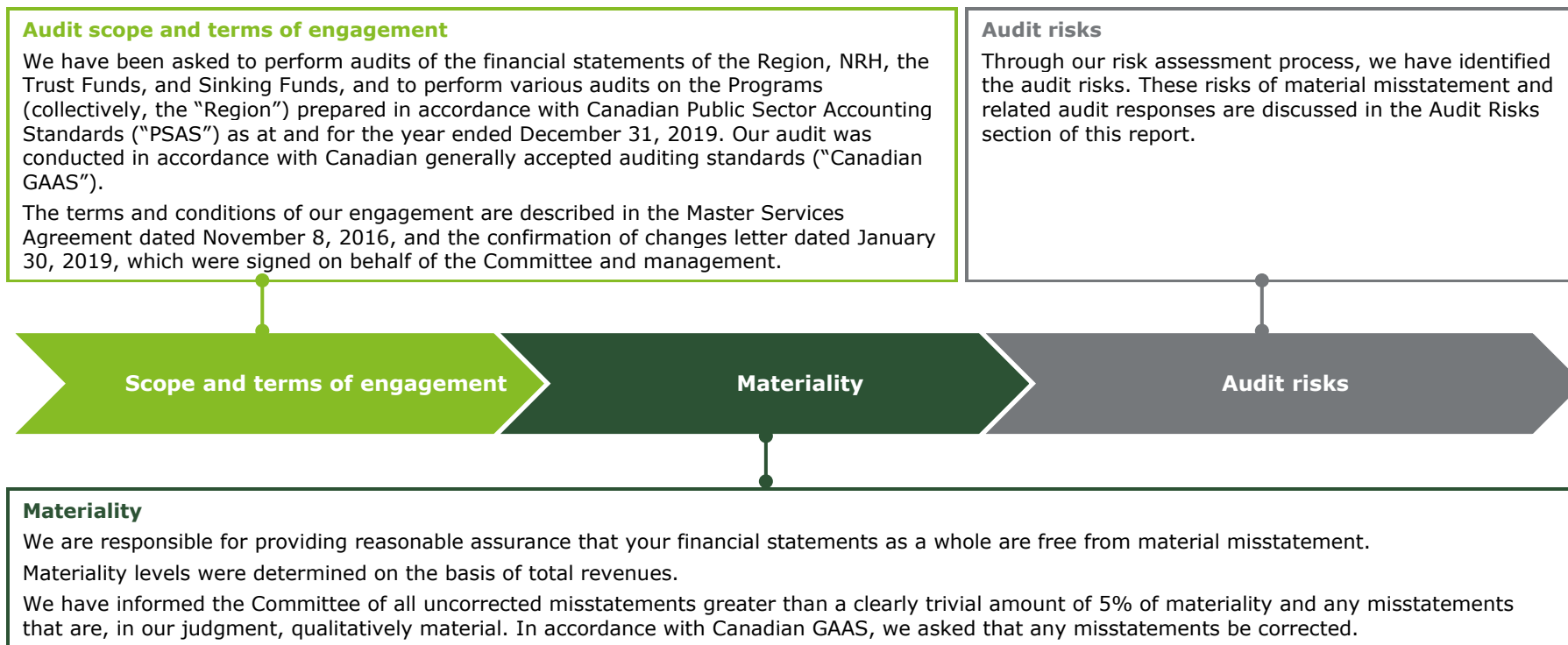
Chartered Professional Accountants
Licensed Public Accountants

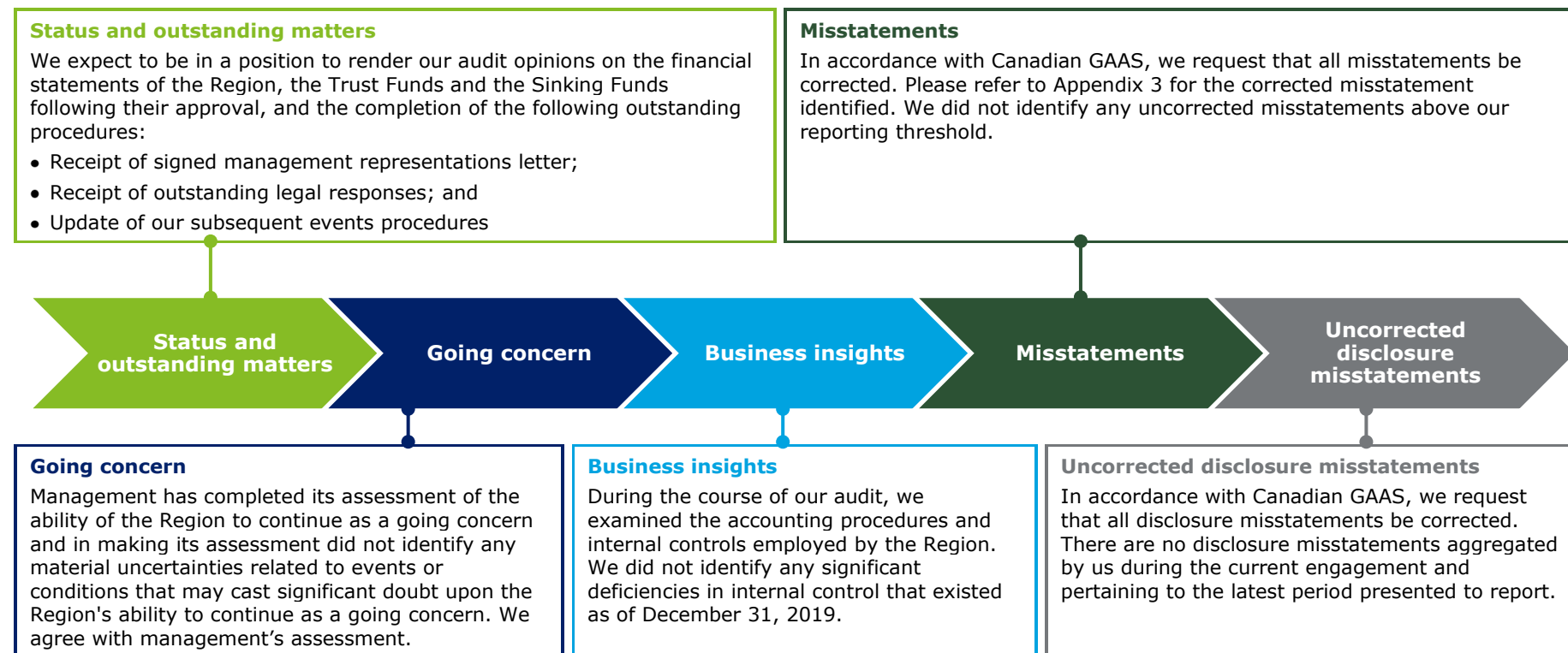
Table of contents

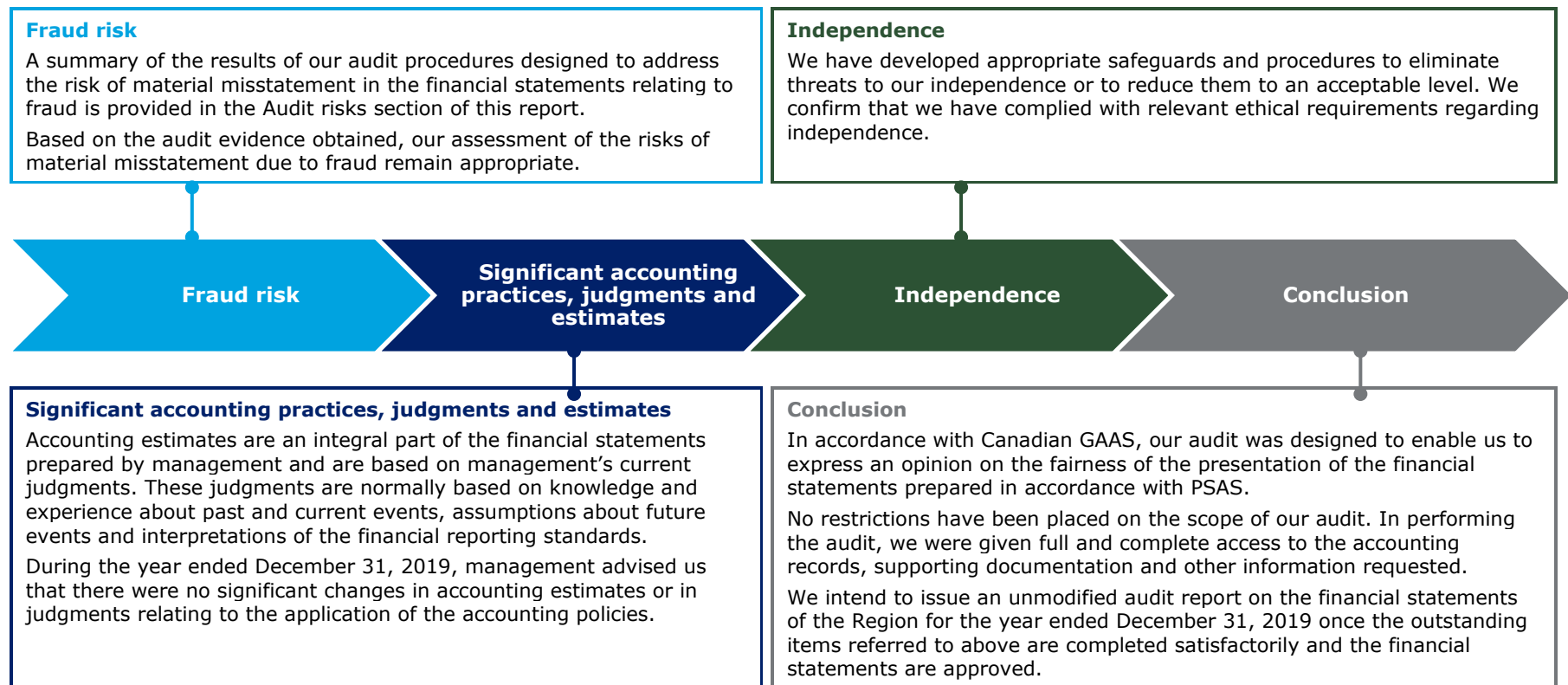
| | |
|-----------------------------------------------------|----|
| Our audit explained | 1 |
| Audit risks | 4 |
| Other reportable matters | 7 |
| Appendix 1 – Communication requirements | 8 |
| Appendix 2 – Independence letter | 10 |
| Appendix 3 – Summary of misstatements | 12 |
| Appendix 4 – Draft management representation letter | 13 |
| Appendix 5 – Deloitte Resources a click away | 19 |

Our audit explained

This report summarizes the main findings arising from our audits.







Audit risks

The areas of audit risk identified as part of our risk assessment, together with our responses and conclusions, are described below.

Region of Niagara

Revenue and deferred revenue amounts*

Audit risk

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

Our audit response

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

Audit results

No significant issues were noted as a result of this testing.

Year-end cut-off

Audit risk

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

Our audit response

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

Audit results

No significant issues were noted as a result of this testing.

Tangible capital assets

Risk identified

Appropriate accounting and disclosure.

Our audit response

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

Audit results

No significant issues were noted as a result of this testing. See appendix 3 for corrected misstatement related to tangible capital assets held for sale.

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

Risk identified

Estimates require management judgments and assumptions.

Our audit response

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

Audit results

No significant issues were noted as a result of this testing.

Management override of controls*

Audit risk

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

Our audit response

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

Audit results

Management has represented to us that they have not identified any fraud or illegal items and our audit procedures support this assessment.

Niagara Regional Housing

Tenant and other receivables/revenue*

Audit risk

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

Our audit response

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

Audit results

No significant issues were noted as a result of this testing.

Long-term debt

Audit risk

Appropriate accounting and disclosure.

Our audit response

- Confirm long-term debt balances; and
- Recalculate interest.

Audit results

No significant issues were noted as a result of this testing.

Financial statement disclosures

Audit risk

Appropriate disclosure of proposed future operational changes.

Our audit response

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

Audit results

No significant issues were noted as a result of this testing.

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

Other reportable matters

The following summarizes the status and findings of key aspects of our audit. In the appendices to this report, we have provided additional information related to certain matters we committed to report to the Committee as part of the audit plan.

| | Comment |
|---------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Changes to the audit plan | The audit was conducted in accordance with our audit plan, which was communicated to the Committee. We confirm that there have been no amendments to the audit scope and approach communicated in the audit plan. |
| Significant difficulties encountered in performing the audit | Due to COVID-19, all audit work was performed remotely; we did not encounter any significant difficulties while performing the audit, we appreciate the assistance received from management in working with us during this time. There was not an unnecessarily brief timetable in which to complete the audit. |
| Significant accounting policies | In our judgment, the significant accounting practices and policies, selected and applied by management are, in all material respects, acceptable under PSAS and are appropriate to the particular circumstances of the Region. |
| Management judgment and accounting estimates | During the year ended December 31, 2019, management advised us that there were no significant changes in accounting estimates or in judgments relating to the application of the accounting policies. |
| Related party transactions | Related party transactions or balances have been properly disclosed in the financial statements. We have not identified any related party transactions that were not in the normal course of operations and that involved significant judgments by management concerning measurement or disclosure. |
| Disagreements with management | During the course of our audit, there were no disagreements with management about matters that individually or in the aggregate could be significant to the financial statements. |
| Consultation with other accountants | Management has informed us that the Region has not consulted with other accountants about auditing or accounting matters. |
| Legal and regulatory compliance | Our limited procedures did not identify any areas of material non-compliance with laws and regulations by the Region. |
| Post-balance sheet events | At the date of finalizing this report, we are not aware of any significant post balance sheet events. |

Appendix 1 – Communication requirements

The table below summarizes our communication requirements under Canadian GAAS and other communications that we believe would help us achieve an effective audit. We confirm that all required communications have been reported in our audit service plan and year end communication.

| Required communication | Reference | Refer to this report or document described below |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-----------------------------------------------------------------------------------------------------------------|
| Audit Service Plan | | |
| 1. Our responsibilities under Canadian GAAS, including forming and expressing an opinion on the financial statements | CAS ¹ 260.14 | Master services agreement dated November 8, 2016, and the confirmation of changes letter dated January 30, 2019 |
| 2. An overview of the overall audit strategy, addressing: <ul style="list-style-type: none"> a. Timing of the audit b. Significant risks, including fraud risks c. Nature and extent of specialized skill or knowledge needed to perform the planned audit procedures related to significant risk d. Names, locations, and planned responsibilities of other independent public accounting firms or others that perform audit procedures in the audit | CAS 260.15 | Audit service plan dated July 31, 2019 |
| 3. Significant transactions outside of the normal course of business, including related party transactions | CAS 260 App. 2, CAS 550.27 | None noted |
| Enquiries of those charged with governance | | |
| 4. How those charged with governance exercise oversight over management's process for identifying and responding to the risk of fraud and the internal control that management has established to mitigate these risks | CAS 240.20 | We are not aware of any fraudulent events |
| 5. Any known suspected or alleged fraud affecting the Region | CAS 240.21 | None noted |
| 6. Whether the Region is in compliance with laws and regulations | CAS 250.14 | Other reportable matters section |

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

| Required communication | Reference | Refer to this report or document described below |
|----------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Year End Communication | | |
| 7. Fraud or possible fraud identified through the audit process | CAS 240.40-.42 | None noted |
| 8. Significant accounting policies, practices, unusual transactions, and our related conclusions | CAS 260.16 a. | Other reportable matters section |
| 9. Alternative treatments for accounting policies and practices that have been discussed with management during the current audit period | CAS 260.16 a. | Other reportable matters section |
| 10. Matters related to going concern | CAS 570.23 | Page 2 of this report |
| 11. Management judgments and accounting estimates | CAS 260.16 a. | Other reportable matters section |
| 12. Significant difficulties, if any, encountered during the audit | CAS 260.16 b. | Other reportable matters section |
| 13. Material written communications between management and us, including management representation letters | CAS 260.16 c. | Master services agreement dated November 8, 2016, confirmation of changes letter dated January 30, 2019, audit service plan dated July 31, 2019, and Management representation letter – Appendix 4 |
| 14. Other matters that are significant to the oversight of the financial reporting process | CAS 260.16d. | None |
| 15. Modifications to our Independent Auditor's Reports. | CAS 260.A18 | None |
| 16. Our views of significant accounting or auditing matters for which management consulted with other accountants and about which we have concerns | CAS 260.A19 | None |
| 17. Significant matters discussed with management | CAS 260.A.19 | None |
| 18. Matters involving non-compliance with laws and regulations that come to our attention. | CAS 250.23 | None noted |
| 19. Significant deficiencies in internal control, if any, identified by us in the conduct of the audit of the financial statements | CAS 265 | None noted |
| 20. Uncorrected misstatements and disclosure items | CAS 450.12-13 | None noted |
| 21. Any significant matters arising during the audit in connection with the Region's related parties | CAS 550.27 | None noted |

Appendix 2 – Independence letter



Deloitte LLP
25 Corporate Park Drive
3rd Floor
St. Catharines ON L2S 3W2
Canada

Tel: 905-323-6000
Fax: 905-323-6001
www.deloitte.ca

April 8, 2020

Private and confidential

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

Dear Audit Committee Members,

We have been engaged to audit the consolidated financial statements of Regional Municipality of Niagara (the "Region") for the year ended December 31, 2019.

You have requested that we communicate in writing with you regarding our compliance with relevant ethical requirements regarding independence as well as all relationships and other matters between the Region, our Firm and network firms that, in our professional judgment, may reasonably be thought to bear on our independence. You have also requested us to communicate the related safeguards that have been applied to eliminate identified threats to independence or reduce them to an acceptable level.

In determining which relationships to report, we have considered relevant rules and related interpretations prescribed by the appropriate provincial regulator/ordre and applicable legislation, covering such matters as:

- a. Holding a financial interest, either directly or indirectly, in a client
- b. Holding a position, either directly or indirectly, that gives the right or responsibility to exert significant influence over the financial or accounting policies of a client

- c. Personal or business relationships of immediate family, close relatives, partners or retired partners, either directly or indirectly, with a client
- d. Economic dependence on a client, and
- e. Provision of services in addition to the audit engagement.

We confirm to you that the engagement team and others in the firm as appropriate, the firm and, when applicable, network firms have complied with relevant ethical requirements regarding independence.

We have prepared the following comments to facilitate our discussion with you regarding independence matters arising since our appointment as your auditors.

We are not aware of any relationships between the Deloitte entities (defined as the Member Firms of Deloitte Touche Tohmatsu Limited and their respective affiliates) and the Region, its affiliates, or persons in financial reporting oversight roles at the Region and its affiliates, that, in our professional judgment, may reasonably be thought to bear on independence, that have occurred from March 29, 2019 to April 8, 2020.

We hereby confirm that we are independent with respect to the Region in accordance with the Rules of Professional Conduct of the Chartered Professional Accountants of Ontario as of April 8, 2020.

This letter is intended solely for the use of the Committee, management, and others within the Region.

Yours truly,

"Original signed by Deloitte"

Chartered Professional Accountants
Licensed Public Accountants

Appendix 3 – Summary of misstatements

Corrected misstatement

| | Debit \$ (000's) | Credit \$ (000's) |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|----------------------|
| Miscellaneous revenue | 2,829 | |
| Tangible capital assets held for sale | | 2,829 |
| To adjust the tangible capital assets held for sale and miscellaneous revenue balances for amounts related to assets that were improperly written up when transferred from tangible capital assets to assets held for sale during the year. | | |

Appendix 4 – Draft management representation letter

[Region letterhead]

_____, 2020

Private and confidential

Deloitte LLP
25 Corporate Park Drive
3rd Floor
St. Catharines, ON L2S 3W2

Dear Mr. Trevor Ferguson:

Subject: Consolidated financial statements of the Regional Municipality of Niagara for the year ended December 31, 2019

This representation letter is provided in connection with the audit by Deloitte LLP ("Deloitte" or "you") of the consolidated financial statements of the Regional Municipality of Niagara (the "Region" or "we" or "us") for the year ended December 31, 2019, and a summary of significant accounting policies and other explanatory information (the "Financial Statements") for the purpose of expressing an opinion as to whether the Financial Statements present fairly, in all material respects, the financial position, results of operations, and cash flows of the Region in accordance with Public Sector Accounting Standards ("PSAS").

We confirm that, to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

Financial statements

1. We have fulfilled our responsibilities as set out in the terms of the Master Services Agreement between the Region and Deloitte dated November 8, 2016 and amended January 30, 2019 for the preparation of the Financial Statements in accordance with PSAS. In particular, the Financial Statements are fairly presented, in all material respects, and present the financial position of the Region as at December 31, 2019 and the results of its operations and cash flows for the years then ended in accordance with PSAS.
2. Significant assumptions used in making estimates, including those measured at fair value, are reasonable.

In preparing the Financial Statements in accordance with PSAS, management makes judgments and assumptions about the future and uses estimates. The completeness and appropriateness of the disclosures related to estimates are in accordance with PSAS. The Region has appropriately disclosed in the Financial Statements the nature of measurement uncertainties that are material, including all estimates where it is reasonably possible that the estimate will change in the near term and the effect of the change could be material to the Financial Statements.

The measurement methods, including the related assumptions and models, used in determining the estimates, including fair value, were appropriate, reasonable and consistently applied in accordance with PSAS and appropriately reflect management's intent and ability to carry out specific courses of action on behalf of the entity. No events have occurred subsequent to December 31, 2019 that require adjustment to the estimates and disclosures included in the Financial Statements.

There are no changes in management's method of determining significant estimates in the current year.

3. The Region has identified all related parties in accordance with Section PS 2200, Related Party Disclosures ("PS 2200"). Management has made the appropriate disclosures with respect to its related party transactions in accordance with PS 2200
4. We have determined that the Financial Statements are complete as of date of this letter as this is the date when there are no changes to the Financial Statements (including disclosures) planned or expected. The Financial Statements have been approved in accordance with our process to finalize financial statements.
5. We have completed our review of events after December 31, 2019 and up to the date of this letter. All events subsequent to the date of the Financial Statements and for which PSAS requires adjustment or disclosure have been adjusted or disclosed. Accounting estimates and disclosures included in the Financial Statements that are impacted by subsequent events have been appropriately adjusted.
6. The Financial Statements are free of material errors and omissions.

Internal Controls

7. We acknowledge our responsibility for the design, implementation and maintenance of internal control to prevent and detect fraud and error.
8. We have disclosed to you all known deficiencies in the design or operation of internal control over financial reporting identified as part of our evaluation, including separately disclosing to you all such deficiencies that we believe to be significant deficiencies in internal control over financial reporting.

Information provided

9. We have provided you with:
 - a. Access to all information of which we are aware that is relevant to the preparation of the Financial Statements, such as records, documentation and other matters.
 - b. All relevant information as well as additional information that you have requested from us for the purpose of the audit; and,
 - c. Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
10. All transactions have been properly recorded in the accounting records and are reflected in the Financial Statements.
11. We have disclosed to you the results of our assessment of the risk that the Financial Statements may be materially misstated as a result of fraud.
12. We have disclosed to you all information in relation to fraud or suspected fraud that we are aware of and that affects the entity and involves:
 - a. Management;
 - b. Employees who have significant roles in internal control; or
 - c. Others where the fraud could have a material effect on the Financial Statements.
13. We have disclosed to you all information in relation to allegations of actual, suspected or alleged fraud, or illegal or suspected illegal acts affecting the Region.
14. We have disclosed to you all communications from regulatory agencies concerning non-compliance with or deficiencies financial reporting practices and all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing the Financial Statements.
15. We have disclosed to you the identity of the entity's related parties and all the related party relationships and transactions of which we are aware, including guarantees, non-monetary transactions and transactions for no consideration.
16. We have disclosed to you all known, actual or possible litigation and claims, whether or not they have been discussed with our lawyers, whose effects should be considered when preparing the Financial Statements. As appropriate, these items have been disclosed and accounted for in the Financial Statements in accordance with PSAS.

Independence matters

For purposes of the following paragraphs, "Deloitte" shall mean Deloitte LLP and Deloitte Touche Tohmatsu Limited, including related member firms and affiliates.

17. Prior to the Region having any substantive employment conversations with a former or current Deloitte engagement team member, the Region has held discussions with Deloitte and obtained approval from the Audit Committee.
18. We have ensured that all services performed by Deloitte with respect to this engagement have been pre-approved by the Audit Committee in accordance with its established approval policies and procedures.

Other matters

19. The Region has satisfactory title to and control over all assets, and there are no liens or encumbrances on such assets. We have disclosed to you and in the Financial Statements all assets that have been pledged as collateral.
20. We have disclosed to you all liabilities, provisions, contingent liabilities and contingent assets, including those associated with guarantees, whether written or oral, and they are appropriately reflected in the Financial Statements.
21. We have disclosed to you, and the Region has complied with all aspects of contractual agreements that could have a material effect on the Financial Statements in the event of non-compliance, including all covenants, conditions or other requirements of all outstanding debt.
22. We have disclosed to you all the documents that we expect to issue that may comprise other information, in the context of CAS 720, The Auditor's Responsibilities Relating to Other Information in Documents Containing Audited Financial Statements.

Selection of accounting policies and recording of transactions

23. The Region's accounting policies and their method of application have been applied on a basis consistent with that of the audited consolidated financial statements as at and for the year ended December 31, 2018.

Work of management's experts

24. We agree with the work of management's experts in evaluating the landfill liability and employee future benefits liability, and have adequately considered the competence and capabilities of the experts in determining amounts and disclosures used in the Financial Statements and underlying accounting records. We did not give any, nor cause any, instructions to be given to management's experts with respect to values or amounts derived in an attempt to bias their work, and we are not aware of any matters that have impacted the independence or objectivity of the experts.

Plans or intentions affecting carrying value/classification of assets and liabilities

25. We have disclosed to you all plans or intentions that may materially affect the carrying value or classification of assets and liabilities reflected in the Financial Statements.

Loans and receivables

26. The Region is responsible for determining and maintaining the adequacy of the allowance for doubtful notes, loans, and accounts receivable, as well as estimates used to determine such amounts. Management believes the allowances are adequate to absorb currently estimated bad debts in the account balances.
27. We have identified to you all forgivable loans and loans with concessionary terms and have appropriately reflected these instruments in the financial statements.

Investments

28. With regard to the Region's investments, we have disclosed to you any events that have occurred and facts that have been discovered with respect to such investment that would indicate any other than temporary impairment of the investment's value.

Employee future benefits

29. Employee future benefit costs, assets, and obligations have been properly recorded and adequately disclosed in the Financial Statements including those arising under defined benefit and defined contribution plans as well as termination arrangements. We believe that the actuarial assumptions and methods used to measure defined benefit plan assets, liabilities and costs for financial accounting purposes are appropriate in the circumstances.
30. We have disclosed to you any intentions of terminating any of our pension plans or withdrawing from the multi-employer plan, or taking any other action that could result in an effective termination or reportable event for any of the plans. We have disclosed to you any occurrences that could result in the termination of any of our pension or multi-employer plans to which we contribute.
31. We are unable to determine the possibility of a withdrawal liability in a multi-employer benefit plan.
32. We do not plan to make frequent amendments to our pension or other post-retirement benefit plans.

Liabilities for contaminated sites

33. We have evaluated all of our tangible capital assets that we own or accept responsibility, and have not identified any sites in which contamination exceeds an environmental standard.

Various matters

34. The following have been properly recorded and, when appropriate, adequately disclosed and presented in the Financial Statements:
- a. Economic dependence on another party
 - a. Losses arising from sale and purchase commitments
 - b. Agreements to buy back assets previously sold
 - c. Provisions for future removal and site restoration costs
 - d. Financial instruments with significant individual or group concentration of credit risk, and related maximum credit risk exposure
 - e. Sales with recourse provisions
 - f. Sales incentives, including cash consideration provided to customers and vendor rebates
 - g. Arrangements with financial institutions involving compensating balances or other arrangements involving restriction on cash balances and line-of-credit or similar arrangements
 - h. All impaired loans receivable
 - i. Loans that have been restructured to provide a reduction or deferral of interest or principal payments because of borrower financial difficulties.

Yours truly,

Regional Municipality of Niagara

Ron Tripp
Chief Administrative Officer

Todd Harrison
Commissioner of Enterprise Recourse Management Services

Draft

Appendix 5 – Deloitte Resources a click away

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

| | | |
|------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> Canada's Best Managed Companies (www.bestmanagedcompanies.ca) | <ul style="list-style-type: none"> • Directors • CEO/CFO | The Canada's Best Managed Companies designation symbolizes Canadian corporate success: companies focused on their core vision, creating stakeholder value and excelling in the global economy. |
| <input type="checkbox"/> Centre for financial reporting (www.cfr.deloitte.ca) | <ul style="list-style-type: none"> • Directors • CEO/CFO • Controller • Financial reporting team | Web site designed by Deloitte to provide the most comprehensive information on the web about financial reporting frameworks used in Canada. |
| <input type="checkbox"/> Financial Reporting Insights (www.iasplus.com/fri) | <ul style="list-style-type: none"> • CFO • Controller • Financial reporting team | Monthly electronic communications that helps you to stay on top of standard-setting initiatives impacting financial reporting in Canada. |
| <input type="checkbox"/> On the board's agenda | <ul style="list-style-type: none"> • Directors • CEO/CFO | Bi-monthly publication examining a key topic in detail, including the perspectives of a Deloitte professional with deep expertise in the subject matter as well as the views of an experienced external director. |
| <input type="checkbox"/> State of change (www.iasplus.com/StateOfChange) | <ul style="list-style-type: none"> • CFO • VP Finance • Controller • Financial reporting team | Bi-monthly newsletter providing insights into key trends, developments, issues and challenges facing the not-for-profit sector in Canada, with a Deloitte point of view. |
| <input type="checkbox"/> Deloitte Financial Reporting Update (www.deloitte.com/ca/update) | <ul style="list-style-type: none"> • CFO • VP Finance • Controller • Financial reporting team | Learning webcasts offered throughout the year featuring our professionals discussing critical issues that affect your business. |

Subject: Long-Term Care (LTC) Redevelopment Procurement Process

Report to: Corporate Services Committee

Report date: Wednesday, May 13, 2020

Recommendations

1. That the procurement process for the Long-Term Care (LTC) Redevelopment project, outlined in this report, **BE APPROVED**;
2. That the evaluation criteria to be used for prequalification of General Contractors for the LTC Redevelopment Project, contained in Appendix 1 of this report, **BE APPROVED**; and
3. That staff **BE AUTHORIZED** to proceed with the approved procurement process.

Key Facts

- The purpose of this report is to seek Council approval of the procurement process and contractor prequalification evaluation criteria for the LTC Redevelopment project
- Approval of recommendations contained within this report will authorize staff to prequalify general contractors and issue two Request for Tenders for the Linhaven and Gilmore Lodge LTC Redevelopment projects
- Mandatory Ministry of Long-Term Care (MLTC) approvals are required prior to the Region issuing a Request for Tender and before awarding a contract for construction services
- A tender award recommendation report will be brought to Corporate Services Committee and Council for approval upon tender completion and MLTC approval being received

Financial Considerations

The total capital budget for the LTC Redevelopment Project is \$175 million, \$15.63 million of which was approved in previous capital budgets and the remaining \$159.37 million approved as part of the 2020 capital program. The budget for the St. Catharines site is \$102 million and is funded with debt (\$86.5 million) and development charges (\$15.5 million). The budget for the Fort Erie site is \$73 million and is funded with debt (\$58.022 million), development charges (\$9.078 million), grant (\$0.3 million) and external contribution from Hospice Niagara (\$5.6 million). Upon construction completion, the annual construction subsidy received from the MLTC will be used to offset future associated debt charges.

With such a significant financial investment, utilizing an effective procurement process as outlined in this report and in alignment with the procurement By-Law, will support the Region's objective of delivering critical infrastructure and services in a financially responsible manner. Receiving value for money and minimizing project risk will be achieved through the prequalification of General Contractors having the requisite experience, capacity and qualifications to successfully deliver projects of similar size and complexity to the LTC Redevelopment.

Analysis

The approach to procuring construction services for the LTC Redevelopment project is detailed below. The procurement process and evaluation criteria is being brought to Committee and Council for approval given that the construction of the LTC Redevelopment projects are of substantial value (i.e. exceeding the CAO's execution authority of \$5 million) and have significant public importance.

The Linhaven LTC Redevelopment project is being constructed on the existing Linhaven property located at 403 Ontario Street, St. Catharines. The new facility is proposed to be five stories with a total gross floor area of approximately 222,000 square feet. The project is currently in the design development phase and is scheduled to be tendered in November 2020 with a construction start date of February 2021. The building program will be comprised of private and semi-private resident rooms, dining and program spaces, nursing stations, clinical and administration offices, support spaces, commercial kitchen and laundry facilities and community service areas to support community programs.

The Gilmore LTC Redevelopment project is being constructed at 200 Garrison Road, Fort Erie. The new facility is proposed to be three stories with a total gross floor area of approximately 155,000 square feet. The project is currently in the design development phase and is scheduled to be tendered in January 2021 with a construction start date of spring 2021. The building program for Gilmore Lodge will be similar to Linhaven, but in addition contemplates a community physiotherapy clinic, Early-on Centre and a 10 bed Hospice to be constructed adjacent to the main building.

LTC Redevelopment Project Procurement Strategy

A two stage procurement process is being recommended for awarding construction contracts for each of the two LTC Redevelopment projects. The key recommended steps in the procurement process are as follows:

- 1) Obtain Council approval of the procurement process for the Request for Prequalification of General Contractors and evaluation criteria to be utilized.

- 2) Issue a single Request for Prequalification (RFPQ) of General Contractor procurement process for both LTC Redevelopment projects (Linhaven and Gilmore Lodge).
- 3) Evaluate RFPQ submissions against the evaluation criteria outlined in Appendix 1. Post list of successful Applicants eligible to bid on both the Linhaven and Gilmore Lodge construction tenders.
- 4) Initiate a separate Request for Tender (RFT) procurement process for construction of each LTC Redevelopment project (Linhaven and Gilmore Lodge). Tender packages will only be issued to successful Applicants identified from the RFPQ process.
- 5) Upon completion of each RFT procurement process:
 - a. Submit Tender results to the Ministry of Long-Term Care (MLTC) to obtain Minister approval;
 - b. Prepare a recommendation report for Corporate Services Committee and Regional Council, to award the construction contract.
- 6) After obtaining Ministry and Council approval, award contract for construction services to the successful bidder for each LTC Redevelopment tender.

General Information Related to Prequalification

The purpose of prequalification is to ensure Prequalified General Contractors invited to bid the work are capable of delivering quality and value specific to project requirements. Prequalification is frequently used for public sector projects, where the opportunity to be considered as the successful bidder must be open to all, while at the same time still allowing the Owner to manage risks associated with the open tender process. The Owner, through pre-determined criteria, identifies candidates who demonstrate that they have the necessary financial capacity, technical expertise, managerial ability, project success and relevant experience for the project being tendered. Some advantages of using a contractor prequalification process prior to a RFT include:

- The greatest chance of getting the best value General Contractor for the project
- A comprehensive, cost-effective and convenient framework for contractor selection
- Qualification of only those contractors who have the necessary experience to complete the work
- Provides a better understanding of the project to the contractor that is awarded the work
- Leveling of the playing field as prequalified General Contractors will ideally have equitable experience

- A higher level of confidence that protests will be avoided and prequalified contractors are capable of carrying out the work
- Protects contractors from taking on work for which they don't have the experience or capacity to complete
- Reduces project risk and provides enhanced end-product quality

A Guide to Prequalification of Contractors, developed by the Ontario General Contractors Association (OGCA), provided staff a framework to develop the RFPQ evaluation criteria for the LTC Redevelopment project. As identified in the guide the design of the prequalification system places emphasis on qualifying construction service providers rather than on disqualifying Applicants and focuses on the three founding procurement principles of transparency, openness and fairness.

LTC Redevelopment Request for Prequalification

The purpose of issuing a RFPQ is to identify a list of General Contractors with the requisite experience, capacity and qualifications to bid on the LTC Redevelopment projects.

Niagara Region, through issuance of a RFPQ, will invite Applicants to submit proposals to be considered for the construction of the two LTC Redevelopment projects. The intent of the RFPQ is to approve a single list of General Contractors that will be eligible to submit bids for both the Linhaven and Gilmore Lodge tenders. Applicants who meet all mandatory requirements and achieve a score 75% or higher on the evaluated criteria will be prequalified to submit a bid in response to the RFT.

Applicant responses to the RFPQ will include the Prequalification Form, as provided with the RFPQ and address all sections outlined in the Evaluation Criteria Qualifications Table 1 attached as Appendix 1.

The following are the main components of the submission:

- Mandatory Requirements
- Corporate Experience
- Similar Projects
- Experience of Key Personnel
- Contractor Processes, Methodology & Approach

Two of the key sections of the RFPQ submission are the Mandatory Requirements and Similar Projects. Details of these key sections are as follows:

Mandatory Requirements

The following are the mandatory requirements of the LTC Redevelopment RFPQ that must be submitted by the Applicant:

- A completed Prequalification Form signed by an authorized representative of the Applicant.
- A completed CCDC 11 form – latest edition completed in full.
- A letter from a nationally recognized Surety Company stating:
 - Total bonding limit available to the bidder
 - Confirming their willingness provide a 50% performance bond and 50% labour and material payment bond for a new LTC Facility project valued at up to \$50M for Gilmore Lodge and up to \$80M for Linhaven, if accepted as the successful Applicant.

Applicants must pass the mandatory requirements section in order to proceed through to evaluation.

Similar Projects

All Applicants responding to the RFPQ will be required to provide supporting documentation for three (3) similar projects they have completed and will be evaluated in relation to how comparable the projects are to the proposed LTC Redevelopment.

Applicants are to demonstrate their depth and capability for similar project experience, with maximum points being assigned for projects with comprehensive demonstration of the following requirements:

- a) Construction of buildings of similar type, scale and complexity to the proposed LTC Redevelopment project. This may include but not be limited to long-term care homes, hospitals, other healthcare facilities, institutional buildings with similar programmatic requirements
- b) Constructed or renovated facility with a minimum area of 125,000 square feet
- c) Constructed or renovated facility with a minimum construction value of \$50M
- d) Completed within the last 10 years
- e) Multi-storey, non combustible construction

Applicants shall also submit a reference letter for each Similar Project indicating satisfactory performance. The letter must be from the project owner or architect of each similar project submitted.

Request for Tender and Award

Once the RFPQ of General Contractor is complete, successful Applicants are identified and construction drawings and specifications are complete, a RFT processes will be initiated for each project. Upon completion of the tender processes, the bid results must be submitted to the MLTC for Ministry approval prior to awarding a contract. A tender award recommendation report will be prepared for Corporate Services Committee and Council approval. After receiving all required approvals, construction contracts for the LTC Redevelopment projects will be awarded to the successful bidder(s).

The form of contract for the construction work will be the Canadian Construction Documents Contract (CCDC 2-2008) Stipulated Price Contract with Niagara Region Supplementary Conditions.

Procurement Oversight and Evaluation Team

The RFPQ and RFT procurement processes will be administered by Procurement and Strategic Acquisitions in accordance with the Region's procurement By-Law 02-2016, as amended. Applicants will be evaluated by an evaluation team consisting of Niagara Region staff and the project architect in accordance with the criteria and requirements set out in the RFPQ document. The evaluation criteria is attached as Appendix 1.

Alternatives Reviewed

Proceed Immediately to Tender:

An alternative approach to obtain a General Contractor is to proceed immediately to RFT. With this approach, the tender would be awarded to the lowest compliant bidder with no ability to evaluate based on experience or qualifications. Staff does not recommend the direct to Tender method. Instead, the use of the Prequalification approach is recommended as it allows the Region to evaluate Contractors on their ability to deliver a quality project, specific to the requirements of the LTC Redevelopment project prior to going out for Tender.

Issue Single Tender for Both Projects

The project team looked at issuing a single tender for both projects and determined this was not viable option since the two projects have different completion dates. Linhaven has a MLTC mandated completion date of December 31, 2022 while for Gilmore Lodge the completion date is December 31, 2023. The MLTC deadline for Linhaven is one year earlier due to 13 new licensed beds being added to this location. The additional beds were added to optimize the size of resident home areas at 32 residents.

To issue as a single tender, construction documents for both Linhaven and Gilmore Lodge would need to be completed together. The additional time required to complete the construction documents would push out the tender issue date and, as a result, the completion date for Linhaven would not be achieved, potentially putting Ministry funding at risk. Issuing separate tenders also minimizes risks with delays on one project affecting the other.

Proceed to RFPQ using Sample Prequalification Evaluation Forms directly from industry guides provided by the *Canadian Construction Documents Committee (CCDC)* or the *Ontario General Contractors Association (OGCA)*:

The guidelines provided by the OGCA and CCDC are intended to guide the development of an RFPQ by providing practices and principles that help to ensure qualified providers. However, each prequalification is unique and should be developed to provide assurance of the capabilities of prospective applicants for the unique services required for a given project.

A RFPQ should address the uniqueness or complexity of the specific project, the special working environments, special methodologies and capabilities for the project at hand. In some circumstances the prequalification evaluation criteria, as detailed in industry standards, is more restrictive than that proposed in the LTC Redevelopment RFPQ. For example, there is a shorter time frame for which project experience is evaluated by the CCDC document (5 vs. 10 years for the proposed Niagara Region LTC Redevelopment RFPQ).

Although generic prequalification evaluation criteria as provided by these guidelines could be utilized, staff does not recommend this approach. Instead, staff recommends proceeding with the RFPQ process as presented in this report.

Relationship to Council Strategic Priorities

Healthy and Vibrant Community, Objective 2.1

Other Pertinent Reports

| | | |
|--------------|------------------------------|------------------|
| CSD 53-2019 | Budget Review COTW | October 10, 2019 |
| COTW 05-2019 | Committee of the Whole | July 4, 2019 |
| CSD 15-2018 | Corporate Services Committee | April 4, 2018 |
| CL-C 21-2018 | Regional Council | April 12, 2018 |
| CSD 50-2017 | Regional Council | June 20, 2017 |
| CSD 49-2017 | Regional Council | June 29, 2017 |
| CSD 43-2017 | Corporate Services Committee | June 21, 2017 |

| | | |
|-------------|------------------------------|------------------|
| CSD 9-2017 | Corporate Services Committee | January 11, 2017 |
| CAO 10-2016 | Regional Council | July 21, 2016 |
| CAO 4- 2016 | Regional Council | March 24, 2016 |
| CAO 13-2015 | Regional Council | June 11, 2015 |
| CAO 05-2015 | Regional Council | March 26, 2015 |

Prepared by:

Mislav Koren
Sr. Project Manager, Construction
Energy & Facilities Management

Recommended by:

Todd Harrison, CPA, CMA
Commissioner, Corporate Services

Submitted by:

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

This report was prepared in consultation with Henri Koning, Director Senior Services; Jeffrey Mulligan, Manager Strategic Sourcing; Bradley Ray, Associate Director CE&FM; Adam Niece, Program Financial Specialist;

Appendices

Appendix 1 LTC Redevelopment RFPQ: Evaluation Criteria

LTC Redevelopment Request for Prequalification Evaluation Criteria

The criteria in the following Qualifications Table 1 will be used in the evaluation of General Contractors.

Proponents are advised that as part of the evaluation, the references provided in the applicants' submission may be contacted to verify and/or clarify the information provided.

Qualifications Table 1:

| Tab | Requirements and Criteria | |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| 1.0 | Mandatory Requirements All required documents must be submitted to pass through to the next stage of evaluation | Yes/No |
| | | Points |
| 2.0 | Corporate Experience | 15 |
| 3.0 | Similar Projects <ul style="list-style-type: none"> Each of the three (3) required similar projects will be scored out of 10 points based on criteria identified in RFPQ | 30 |
| 4.0 | Experience of Key Personnel <ul style="list-style-type: none"> Project Team Structure, Roles & Time Commitment Project Manager Site Superintendent | 30 |
| 5.0 | Contractor Processes, Methodology & Approach <ul style="list-style-type: none"> Schedule Management & Control Quality Control Methodology Staff and Subcontractor Management Contractor's Health & Safety Policy, Safety Record Project Close-out Methodology Conflict Resolution & Communication Strategy | 25 |

A minimum score of **75** is required to prequalify for invitation to submit a bid.

Subject: Management of Sick Benefits Audit

Report to: Corporate Services Committee

Report date: May 13, 2020

Recommendations

1. That report CSD 36-2020 **BE RECEIVED** for information; and
2. That staff **BE DIRECTED** to implement the recommendations in Appendix 1 of Report CSD 36-2020, respecting Management of Sick Benefits Audit Report.

Key Facts

- The purpose of this report is to provide the Corporate Services Committee with a summary of findings noted during the Management of Sick Benefits Audit, which focused on the management control framework in place to manage sick absences and employee sick absence policies.
- This report contains the findings, implications and recommendations for the observations discovered during the Audit in addition to a Management Action Plan (MAP) from program staff for each of the recommendations.
- Two observations, focusing on Data Management and Performance Management, with three total recommendations have been detailed in the audit report.

Financial Considerations

There are no immediate budgetary considerations associated with this report. It is anticipated that some of the recommendations may have an implementation cost associated to them. If management chooses to pursue the recommendations then all costs will be funded through the regular annual budget process.

Analysis

This audit project was identified in the 2019 Audit Plan approved by Audit Committee (see **AC-C 5-2019**). The purpose of the audit was to provide assurance to Management and Niagara Region's Audit Committee on the effectiveness of the management control framework to support employee absences and compliance to the Attendance Support Program. The audit tested whether all absence occurrences are processed in a manner

that is compliant with current policies. Finally, the audit attempted to determine the effectiveness of current procedures to ensure consistency, compliance, and support to employee health and wellness in the workplace.

Alternatives Reviewed

No other alternatives were reviewed at this time.

Relationship to Council Strategic Priorities

Value-for-money (VFM) audits were identified and approved within the current Council's Strategic Priority – Sustainable and Engaging Government. The goal of this strategic initiative is a commitment to high quality, efficient, fiscally sustainable and coordinated core services through enhanced communication, partnerships and collaborations with the community.

The 2019 Annual Audit Plan, which included an audit of Sick Benefits and Employee Extended Benefits, was approved by Audit Committee on February 4, 2019.

Other Pertinent Reports

AC-C 5-2019 – 2019 Internal Audit Plan.

Prepared by :

Frank Marcella, MPA, Bed
Manager, Internal Audit

Recommended by:

Todd Harrison, CPA, CMA
Commissioner/Treasurer
Corporate Services

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

Appendices

Appendix 1 CSD 36-2020 – Management of Sick Benefits Audit

Memorandum

CSC-C 7-2020

Subject: COVID-19 Response and Business Continuity in Corporate Services
Date: May 13, 2020
To: Corporate Services Committee
From: Todd Harrison, Commissioner of Corporate Services and Regional Treasurer

Corporate Services delivers efficient and innovative service excellence to external and internal customers in an integrated and timely manner.

During this pandemic, our staff have continued this support function for core businesses within our group and for operating departments. In addition, Corporate Services has provided critical support to the Emergency Operations Committee (EOC).

The following provides an overview of activity that has taken place and a projection of expected service delivery moving forward.

CONSTRUCTION, ENERGY AND FACILITIES MANAGEMENT (CE&FM)

Current Status of Operations

The CE&FM group is divided into two main groups, Construction and Facilities Management. This team has played an important role in the Regional EOC.

The Construction unit has continued to deliver construction projects for the Region up to such time that the provincial legislation for essential construction projects was refined. As a result, staff have worked with contractors to pause projects deemed non essential, most notably NRPS District 1. As a result, a reduced number of projects have continued, these include:

- Installation of backup generators at Headquarters;
- Transfer of backup 911 equipment to a new site; and
- Continuation of construction drawings for long term care facilities.

The Facilities Management Team has been an essential component of the Region's EOC. Some of the functions performed in this capacity are:

- Coordinated the sourcing of essential supplies in collaboration with other departments;
- Continuing Operations and Maintenance of all opened facilities including enhanced cleaning protocols to ensure safe working environment for essential staff not working from home;
- Coordinating emergency procurements of PPE and other supplies that are critical to business continuity for essential services;
- Upgrading facilities with social distancing barriers, protective screens;
- Responding to internal client needs for changes in normal operations, special moves and health & safety concerns;
- Enhanced security monitoring of sites with reduced and or no staff on site; and
- Coordinating shipping/receiving and securement of critical supply needs.

Operational Outlook

1/3/6 months

Cleaning:

- Expanded existing cleaning contracts to meet enhanced COVID cleaning requirements
- Successfully created/tendered/awarded cleaning contract for EMS base cleaning to meet enhanced COVID cleaning requirements
- Successfully sourced/procured and secured additional cleaning and janitorial supplies to meet divisional and client needs
- Facilities front-line staff refocused to meet enhanced COVID cleaning requirements for internal staff and public safety
- Have addressed multiple emergency workplace disinfection requests following positive COVID findings in the workplace

Supply Chain and Deliveries

- Dedicated staff to delivery and reception of all Region HQ deliveries to loading dock to limit personnel entry to Region HQ
- Sourced and provided secure storage areas to assist LTC pandemic supply requirements
- Created Facilities tracking documents for EOC to track program delivery changes
- Created Portal request mechanism for EOC supply chain requests
- Have met all client and divisions support requests for procurement of PPE, hygiene and cleaning supplies

Building Security

- Adjusted security and facility access control systems to meet program delivery changes with minimal notice and short timelines
- Assisted with creation and testing of HR re-deployment tool in preparation of tool launch
- Assisted with creation and testing of screening tool for PH and continue to support with coordination of access control systems data with screening tool
- Continue to keep all Region sites functional, safe and secure for eventual return to normal operations

Housing / Brock University

- Secured temporary housing for essential service workers at Brock University and continue to manage unit allocations. Have 27 rooms available with option of an additional 14 should they be needed

Construction and non-essential maintenance and repair work

- Reviewed and stopped all non-essential maintenance repair work and services based on provincial order
- Successfully shut down non-essential construction based on initial provincial order and in the process of re-opening construction sites based on May 4th provincial order.

REOC

- Secured space and coordinated setup of Region EOC at initial stages of emergency response
- Redeployment of CE&FM staff to support REOC and facilities operations

FINANCIAL MANAGEMENT AND PLANNING (FMP)

Current Status of Operations

As indicated, all of the Corporate Services Departments continue to deliver core services while at the same time perform a significant number of duties to support the Regional EOC.

FMP staff have continued to support core business functions during the pandemic. Some highlights of these actions include:

- Complete the 2019 year end audit;
- Develop 2020 tax bylaws and provide required necessary report and bylaws; and
- Work with Public Works to develop financial implications of SNF water treatment plant.

Alternatively, FMP has a main role in the Region's EOC as part of the Finance and Administration Unit. Highlights include:

- Development and implementation of procedures for cost reporting and tracking;
- Review of Regional capital projects in light of provincial legislative essential construction business and Regional capacity to complete;
- Implementation of on-line/credit card payments for services such as business licenses, garbage bag tags, planning and transportation permits, long term accommodations, etc.;
- Support HR in development of cost tracking system to facilitate staff redeployment to essential services in pandemic; and
- Extensive cash flow analysis and business continuity planning in conjunction with local municipalities.

Operational Outlook

1/3/6 months

- Managing Local Area Municipality receivable and payables in accordance with CSD 31-2020
- Phase 2 of on line payments i.e. garbage bag tags sales direct to residents.
- Improvements to Cash Flow model tools and processes to support ongoing operations and cash flow implications of municipal COVID concessions
- Preparing Annual Report and provincial financial information return
- Ongoing COVID financial analysis and weekly/monthly impact and cash flow reporting to Council
- Analysis and reporting related to Council motion to consider deferral of 2020 water/wastewater budget increases
- Provincially funded Program Financial Audits underway to comply with legislation
- Supporting the 2020 Capital and Operating Budgets timetables as established

- Supporting GO implementation, Niagara Regional Transit Governance, Canada Summer Games, Airport Master Plan RFP
- Managing debenture issuance process with consideration to market factors and municipal needs and risk.

PROCUREMENT AND STRATEGIC ACQUISITIONS (PSA)

Current Status of Operations

Similar to other departments within Corporate Services, PSA staff have delivered by supporting core business functions while taking on additional projects to support the Region's EOC.

Highlights of activity during the operational period includes:

- Facilitating new and ongoing procurements culminating in award;
- Realty related works for inflight projects, leases and licenses;
- PeopleSoft Change PO's, Supplier and PCard administration; and
- Sourcing critical PPE and supplies needed for the EOC response to the pandemic.

In addition, Procurement has completed the transition to full eBidding and effective immediately, all procurement bid documents issued include the requirement for electronic submissions.

Operational Outlook

1/3/6 months

The Region's review of essential projects both capital and operational has resulted in a prioritization of formal procurements moving forward. This will continue throughout the pandemic and afterwards.

INFORMATION TECHNOLOGY SERVICES (ITS)

Current Status of Operations

Similar to other departments within Corporate Services, ITS staff have delivered by supporting core business functions while taking on additional established projects to support the Region's EOC.

Highlights of initiatives completed during the pandemic include the following:

- Put the tools, technology and processes in place to enable and support the move towards large numbers of staff working from home;
- Developed operational data driven dashboards for Public Health, Community Services and EOC to help monitor and manage workload and staff capacity;
- Developed staff redeployment portal to help facilitate the management of requests for additional or redeployed staff related to COVID-19 priorities; and
- Working with Clerks Department to move Council and Committee meetings to an all-digital platform to support physical distancing requirements.

Operational Outlook

1/3/6 months

- 1/3 Successfully launched remote, Electronic Council meetings along with the team in Clerks
- Working with Clerks to develop a solution for public participation in Council and Committee meetings when required
- Continue to enhance HR Redeployment tool to help manage the redeployment of staff and track costs associated with COVID-19 event
- Updates to various interfaces and reports for new cost codes and tracking of COVID-19 expenses
- Built EMS live time alerts dashboard showing ambulance capacity available
- Developed Public Health EOC operational dashboard to assist with reporting and trending
- Built public facing dashboards highlighting COVID-19 statistics
- Developed support tools to support Homelessness team's initiatives during the pandemic

LEGAL SERVICES

Current Status of Operations

As indicated, all of the Corporate Services Departments continue to deliver core services while at the same time perform a significant number of duties to support the Regional EOC.

The Legal team provides a key role in the Region's EOC. The team has responded to significant number of new provincial legislation and announcements throughout the pandemic period. Highlights of advice provided to EOC:

- Advise on response to construction legislation related to essential services;
- Risk Management advice on building screening and security issues; and
- Various legal advice during pandemic.

Operational Outlook

1/3/6 months

The Legal team will continue to provide advice and deliver services to operational departments on core business activities. The insurance RFP is on-going and is expected to be completed in the fall.

COURT SERVICES

Current Status of Operations

The Court Services team is overseen by the Region's legal department on behalf of the joint board of management, between the Region and area municipalities.

Highlights of operational charges to Court Services:

- Court matters have been adjourned to May 29;
- Timelines have been extended for the duration of emergency;
- At present, POA building closed to the public but telephone/email service continue;
- Enforcement agencies continue to file charges with unit; and

- On-going contact with Municipal Attorney General Offices and Local Administrative Justice of the Peace.

Operational Outlook

1/3/6 months

Continue responding to public enquiries and requests from enforcement agencies while awaiting resumption of regular court proceedings.

BUSINESS LICENSING

Current Status of Operations

Similar to the other departments in Corporate Services, the Business Licensing unit has continued to operate with core service delivery as well as play a role in the Region's EOC. These activities are identified separately.

Business License

- Revenues are down for the renewal period ending May 31st, which has been reflected in regular EOC reporting to Council. Currently, license payments have been deferred until pandemic ends. A transition plan regarding license payments is being developed for when businesses resume. A report to Corporate Services will come forward in June.
- The Region has over 5,000 license holders that span a variety of businesses, vehicles and people that will need to be renewed.
- The emergency orders impacted not only the businesses but the employees of those businesses. There may be a reduced employee pool that these businesses may draw from and further impact their business operation.

Provincial Order Enforcement

The provincial government's announcement for stricter enforcement of social distancing and business' temporary closings resulted in an enhanced bylaw enforcement. In cooperation and coordination with local municipalities, the Region's enforcement team has increased its how's of operations to respond to increased complaints.

- Staff have been re-assigned to enforce the Provincial Orders and remain assigned to an evening shift schedule Saturday to Tuesday supported by staff from Tobacco Enforcement. Staff remain assigned to this until further notice or when the orders and state of emergency is lifted; and
- Staff respond to after-hours calls to assist the local response and also monitor the Region's six public open space properties, and ensure Region licensed businesses that are non-essential remain closed.

Operational Outlook

1/3/6 months

The Regional Enforcement Manager will continue to work in cooperation with local municipalities, NRPS and other Regional departments in a coordinated approach to enforcement of the social distancing legislation until the pandemic eases.

The business license bylaw review is ongoing and will likely come before Council after the pandemic eases.

Respectfully submitted and signed by

Todd Harrison, CPA, CMA
Commissioner of Corporate Services and
Regional Treasurer

Subject: Regional Development Charges Treasurer's Statement 2019

Report to: Corporate Services Committee

Report date: Wednesday, May 13, 2020

Recommendations

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

Key Facts

- This report provides Regional Council with a statement relating to the Development Charges (DC) reserve fund activities for 2019 in accordance with the Province's *Development Charges Act, 1997* as amended (DCA) and *Ontario Regulation 82/98*.
- Beginning in 2016, the DC reserve fund reporting requirements were updated to require municipalities to provide all sources of funding for anything funded from DC's, a compliance statement regarding imposing additional levies or requiring the construction of a service not authorized under the DCA and require that the statement be made available to the public.
- At the end of 2019, a total of approximately \$83.0 million in DC revenue is available for future eligible growth related capital projects after accounting for outstanding capital commitments.
- Outstanding DC capital commitments are approximately \$80.1 million.

Financial Considerations

Regional DC revenues collected in accordance with the DC By-law are deposited in the DC reserve funds and subsequently applied to eligible growth-related costs once those costs have been incurred. This report provides both summary level transaction information by reserve, and detailed funding information by project. DC reserves are necessary to move forward with the growth related projects in the 2020-2029 capital budget and forecast, which includes \$565 million in DC funded projects. At the end of 2019, the \$83.0 million in DC's available for funding included \$45.5 million collected and \$19.8 million expended from DC's in 2019.

It is important to note, that the \$45.5 million in DC's collected includes amounts totaling \$8.4 million in tax supported funding to pay for the exemptions in the DC By-law. Additional details of the \$8.4 million in grants is discussed in greater detail in the 2019 Q4 Financial Update.

Analysis

In accordance with the amended DCA, this report must be prepared annually. The annual statements will be made available to the public through the Development Charges section on the Region's website.

Appendix 1 shows the breakdown of the reserve fund activity from January 1, 2019 to December 31, 2019. During this period, the total DC reserve balances (before accounting for outstanding commitments) increased \$28.6 million, from \$134.5 million to \$163.1 million. After accounting for outstanding commitments to capital projects the net available balance equaled \$83.0 million at year end 2019. This total will be applied to eligible growth-related capital projects in 2020 and throughout the rest of the forecast period.

The \$83.0 million after commitments related to each of the DC service categories as follows:

| <u>DC Service Category</u> | <u>Ending Balance (\$)</u> |
|-----------------------------------|-----------------------------------|
| General Government | \$ 1,483,024 |
| Police Services | 2,937,443 |
| Services Related to a Highway | 15,097,638 |
| Wastewater | 42,860,310 |
| Water | 8,772,458 |
| EMS | 1,449,160 |
| Long Term Care | 5,727,175 |
| Provincial Offenses Act* | (15,848) |
| Health | 768,259 |
| Social Housing | 2,480,731 |
| Waste Diversion | 1,444,178 |
| Total | \$ 83,004,529 |

* Balance excluding commitments is \$315,152 (positive balance).

Included within the DC reserve fund activity in Appendix 1 are transfers from the DC reserve totaling \$19.8 million to fund capital and operating projects. DCs are transferred to and recorded as project revenues as eligible costs are spent, matching funding with expenditures. Funding reviews occur quarterly with consideration of the expenditures incurred to date and respective funding sources. Regional DC's are collected by area municipalities at time to building permit issuance.

Appendix 2 identifies 119 active capital projects to which the \$18.3 million in DC funding was applied, along with a summary of the life-to-date expenditures and approved funding sources as of 2019 year end. A total of \$66.8 million of DCs have been allocated to projects that were active during 2019 from approved DC funding of \$147.3 million at year-end. On average DC funded projects have spent 45% of their respective budgets.

Appendix 3 identifies 166 active operating projects to which \$1.5 million in DCs were applied, along with a summary of life-to-date expenditures and any other approved funding sources providing partial funding to the projects.

Appendix 4 provides supplemental information required as outlined in O.Reg 82/98, including a description of the DC service categories, credit balances, and a summary of any borrowing from the DC reserve funds. Similar to previous Treasurer Statements on DC reserve funds, there are no credit balances or borrowing amounts to report. The Region is also required to make a statement regarding its compliance with Sections 59.1(1) & (2) of the amended DCA respecting imposing additional levies or requiring the construction of a service not authorized under the DCA. The Region does not impose additional levies or require construction of services not authorized under the DCA, therefore it is compliant with Sections 59.1(1) & (2).

Alternatives Reviewed

Alternatives are not applicable as this report provides historic and legislatively required information. The Development Charges Act, 1997 as amended requires that this report be provided annually to Council and made available to the public.

Relationship to Council Strategic Priorities

Regional Development Charges are a major source of funding for growth projects in the capital budget. As such, Regional Development Charges assist in achieving the strategic priorities of a fiscally sustainable government.

Other Pertinent Reports

None.

Prepared by:

Rob Fleming, MBA
Senior Tax & Revenue Analyst
Corporate Services

Recommended by:

Todd Harrison, CPA, CMA
Commissioner/Treasurer
Corporate Services

Submitted by:

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

This report was prepared in consultation with Margaret Murphy, Associate Director, Budget Planning & Strategy and reviewed by Helen Chamberlain, Director, Financial Management & Planning/Deputy Treasurer.

Appendices

| | |
|------------|--------------------------------------------|
| Appendix 1 | DC Reserve Fund Activity |
| Appendix 2 | Capital Projects funded with DCs in 2019 |
| Appendix 3 | Operating Projects funded with DCs in 2019 |
| Appendix 4 | Description of Services |

Niagara Region
2019 Development Charges Reserve Fund Statement
Statement of Activity - January 1, 2019 to December 31, 2019

| Development Charge Category | Balance at December 31, 2018 | Development Charges Revenue | Interest Income (1) | Transfer to Current Fund (see appendix 3) | Transfer to Capital (see appendix 2) | Balance at December 31, 2019 | Capital Commitments (2) | Available Balance at December 31, 2019 |
|------------------------------|------------------------------|-----------------------------|------------------------|-------------------------------------------|--------------------------------------|------------------------------|---------------------------|----------------------------------------|
| General Government | \$ 1,265,389 | \$ 596,567 | \$ 27,212 | \$ (406,144) | \$ - | \$ 1,483,024 | \$ - | \$ 1,483,024 |
| Police Services | \$ 1,883,936 | \$ 1,043,581 | \$ 48,158 | \$ - | \$ 4,321 | \$ 2,979,996 | \$ (42,553) | \$ 2,937,443 |
| Services Related to Highways | \$ 50,882,654 | \$ 17,499,264 | \$ 1,067,084 | \$ - | \$ (12,556,156) | \$ 56,892,847 | \$ (41,795,209) | \$ 15,097,638 |
| Wastewater | \$ 43,821,654 | \$ 11,854,219 | \$ 950,641 | \$ (1,120,037) | \$ (3,313,389) | \$ 52,193,089 | \$ (9,332,779) | \$ 42,860,310 |
| Water | \$ 28,296,497 | \$ 8,308,802 | \$ 626,986 | \$ - | \$ (2,203,203) | \$ 35,029,081 | \$ (26,256,623) | \$ 8,772,458 |
| EMS | \$ 1,139,733 | \$ 378,436 | \$ 26,439 | \$ - | \$ (14,048) | \$ 1,530,559 | \$ (81,399) | \$ 1,449,160 |
| Long Term Care | \$ 3,076,420 | \$ 2,563,590 | \$ 87,164 | \$ - | \$ - | \$ 5,727,175 | \$ - | \$ 5,727,175 |
| Provincial Offenses Act | \$ 180,783 | \$ 129,459 | \$ 4,910 | \$ - | \$ - | \$ 315,152 | \$ (331,000) | \$ (15,848) |
| Health | \$ 414,769 | \$ 341,777 | \$ 11,713 | \$ - | \$ - | \$ 768,259 | \$ - | \$ 768,259 |
| Social Housing | \$ 2,609,230 | \$ 1,963,977 | \$ 69,103 | \$ - | \$ (272,102) | \$ 4,370,209 | \$ (1,889,478) | \$ 2,480,731 |
| Waste Diversion | \$ 958,534 | \$ 799,171 | \$ 27,827 | \$ - | \$ 66,468 | \$ 1,852,000 | \$ (407,821) | \$ 1,444,178 |
| Total | \$ 134,529,600 | \$ 45,478,843.81 | \$ 2,947,237.53 | \$ (1,526,180.80) | \$ (18,288,108.56) | \$ 163,141,391.59 | \$ (80,136,862.64) | \$ 83,004,528.95 |

(1) Interest Income is allocated to DC Reserve Funds in accordance with the Reserve and Reserve Fund Policy (C4-002)

(2) At year end, a review of the status of the respective capital projects is completed and development charge revenue earned is allocated accordingly. The capital commitment represents the share of approved capital project expenditures that have been budgeted to be funded by development charges, but for which the related expenditures are yet to occur.

Niagara Region
2019 Development Charge Reserve Fund Statement
Capital Projects Funded with Development Charges 2019

| Project | Project Description | Development Charges Transferred to Projects | | | Total Expenditures (Life-to-Date) | Approved Budget by Funding Source (at 2019 Year-end) | | | | | | |
|-------------------------------|--------------------------------|---------------------------------------------|--------------|--------------|-----------------------------------|------------------------------------------------------|--------------|---------------|--------------|-----------------|-------------------|--------------|
| | | Prior Years | Current Year | Total | | Development Charge Fund | Levy Reserve | Rate Reserves | Debt Funding | Gas Tax Funding | External Recovery | Grand Total |
| EMS | | | | | | | | | | | | |
| 20000605 | 18 Ann-EMS Ambulance and Equip | (249,073) | (14,048) | (263,121) | 1,981,887 | (344,520) | - | - | (2,250,480) | - | - | (2,595,000) |
| EMS Total | | (249,073) | (14,048) | (263,121) | 1,981,887 | (344,520) | - | - | (2,250,480) | - | - | (2,595,000) |
| Social Housing | | | | | | | | | | | | |
| 20000752 | 18-Social Housing ASD Reqs | - | - | - | - | (1,575,000) | (175,000) | - | - | - | - | (1,750,000) |
| 20000680 | 18-NRH New Development | - | (272,102) | (272,102) | 432,570 | (586,580) | (117,420) | - | - | - | (106,000) | (810,000) |
| Social Housing Total | | - | (272,102) | (272,102) | 432,570 | (2,161,580) | (292,420) | - | - | - | (106,000) | (2,560,000) |
| Provincial Offences Act | | | | | | | | | | | | |
| 10GD1107 | Court Facilities Renewal | - | - | - | 11,520,370 | (331,000) | (2,244,105) | - | (9,433,070) | - | - | (12,008,175) |
| Provincial Offences Act Total | | - | - | - | 11,520,370 | (331,000) | (2,244,105) | - | (9,433,070) | - | - | (12,008,175) |
| Long Term Care | | | | | | | | | | | | |
| 10PO0515 | Long-term Acc - NRPS HQ & D2 | (3,751,274) | 4,321 | (3,746,953) | 65,265,866 | (3,789,506) | 2,700,000 | - | (64,766,503) | - | (151,056) | (66,007,065) |
| Long Term Care Total | | (3,751,274) | 4,321 | (3,746,953) | 65,265,866 | (3,789,506) | 2,700,000 | - | (64,766,503) | - | (151,056) | (66,007,065) |
| Services Related to Highways | | | | | | | | | | | | |
| 10RC1566 | 81-St Paul W CNR Bridge-SC | - | (29,325) | (29,325) | 351,890 | (187,500) | - | - | (1,562,500) | - | (500,000) | (2,250,000) |
| 20000658 | 18-Struc-Mewburn@CNR Tracks-NF | - | - | - | - | (2,125,000) | (75,000) | - | (300,000) | - | - | (2,500,000) |
| 10RC0944 | 81-081220-Burgoyne-SC | (5,657,918) | (283,082) | (5,941,000) | 91,504,089 | (5,941,000) | (11,721,615) | - | (24,919,725) | (9,850,000) | (38,433,334) | (90,865,674) |
| 10RC0939 | South Niag East West Arterial | (30,492) | - | (30,492) | 30,492 | (500,000) | - | - | - | - | - | (500,000) |
| 10RC0940 | Hwy 406@Third Interchange-SC | (548,020) | - | (548,020) | 727,373 | (1,100,000) | (360,000) | - | - | - | - | (1,460,000) |
| 10RC1236 | New Escarpment Crossing | (414,794) | (54,010) | (468,804) | 691,323 | (2,170,000) | (1,030,000) | - | - | - | - | (3,200,000) |
| 10RC1344 | 55-Con 6/EW Line-NOTL | (1,536,333) | (14,186) | (1,550,519) | 2,398,137 | (2,812,500) | (1,537,500) | - | - | - | - | (4,350,000) |
| 10RC1554 | Glendale Ave Interchange @ QEW | (4,656) | (43,675) | (48,331) | 61,233 | (5,525,000) | (975,000) | - | - | - | (500,000) | (7,000,000) |
| 10RC1555 | 54-Hwy 20/Merritt-PL | (2,132,809) | (3,112,034) | (5,244,844) | 6,170,405 | (6,672,500) | (1,177,500) | - | - | - | - | (7,850,000) |
| 20000491 | 2017-Cpcty RR37 406-Rice-Mer-Q | - | - | - | - | (510,000) | (90,000) | - | - | - | - | (600,000) |
| 20000503 | Cpcty Imp-98-Charnwood-McLeod | (10,141) | (1,333,006) | (1,343,147) | 3,324,520 | (1,963,500) | (1,196,500) | - | - | (1,700,000) | - | (4,860,000) |
| 10PR1007 | RR 77(Fourth Ave), D'Illario # | (186,659) | - | (186,659) | 186,659 | (222,000) | - | - | - | - | - | (222,000) |
| 10PR1015 | RR 77(Fourth Ave), Raptis | - | - | - | - | (130,000) | - | - | - | - | - | (130,000) |
| 10RC0816 | 57-TSR Ext-NF | (4,313,702) | (326,261) | (4,639,963) | 6,564,271 | (10,730,000) | (1,700,000) | - | (2,750,000) | - | - | (15,180,000) |
| 10RC1020 | 10-Livingston/QEW-GR | (52,840) | (15,188) | (68,028) | 68,027 | (100,000) | - | - | - | - | - | (100,000) |
| 10RC1329 | 10-Livingston/QEW-GR | (495,935) | (506,826) | (1,002,761) | 1,193,158 | (9,875,000) | (1,875,000) | - | - | - | - | (11,750,000) |
| 10RC0933 | 49-Montrose/Stanley-NF | (3,159,193) | (547,232) | (3,706,425) | 8,249,636 | (3,719,137) | (406,000) | - | (800,000) | - | (3,352,794) | (8,277,931) |
| 20000905 | 19 Ann-Illum Install&Upgrade | - | (1,395) | (1,395) | 13,949 | (75,000) | (675,000) | - | - | - | - | (750,000) |
| 10RC0853 | 89-Jacobsen/Burleigh-SC | (1,256,365) | (10,619) | (1,266,984) | 4,051,403 | (1,563,636) | (2,686,364) | - | - | (750,000) | - | (5,000,000) |
| 10RC0905 | 46-Geneva/St Paul/Niagara-SC | (567,036) | (721,062) | (1,288,098) | 2,875,815 | (1,590,070) | (1,235,930) | - | (724,000) | - | - | (3,550,000) |
| 20000141 | 20-Roundabout at S Grimsby Rd | (3,704) | (5,615) | (9,319) | 616,236 | (75,000) | (2,125,000) | - | - | (2,759,863) | - | (4,959,863) |
| 20000142 | 5-Killaly@Mellanby-PC | (79) | 79 | - | 158 | (37,500) | (37,500) | - | - | - | - | (75,000) |
| 20000497 | 2017-Interchng St Davids @ 406 | - | (341,663) | (341,663) | 2,279,776 | (341,663) | (512,494) | - | - | - | (1,425,620) | (2,279,776) |
| 20000659 | 18-Int Imprv-57 @ Cardinal-NF | - | - | - | - | (150,000) | - | - | - | - | - | (150,000) |
| 20000928 | 19-Int Impr-RR100 Four MileCrk | - | - | - | - | (125,000) | (125,000) | - | - | - | - | (250,000) |
| 20000984 | Hwy 58 Eastbound at Collier Rd | (8,678) | (41,017) | (49,695) | 49,694 | (200,000) | - | - | - | - | - | (200,000) |
| 20000495 | 2017-Misc Road Properties | - | (1,272) | (1,272) | 8,483 | (30,000) | (170,000) | - | - | - | - | (200,000) |
| 10RC0627 | 38-QEW/Fourth-SC | (6,946,766) | (4,514,137) | (11,460,903) | 13,450,840 | (17,918,711) | (2,091,196) | - | (920,000) | - | (100,000) | (21,029,907) |
| 20000319 | St Davids Road East | (10,089) | (29,623) | (39,712) | 428,724 | (616,800) | (5,776,200) | - | - | - | (266,000) | (6,659,000) |
| 10RC1172 | 20-Station/Rice-Ph3-PL | (1,075,507) | (1,458) | (1,076,965) | 2,931,422 | (1,154,700) | 268,487 | - | (281,798) | (1,975,000) | - | (3,143,011) |
| 10RC1447 | 69-Effingham/Wessel-PH 2-SC | (67,840) | (88,517) | (156,356) | 1,563,562 | (910,000) | (1,020,000) | - | (720,000) | (6,450,000) | - | (9,100,000) |
| 10RC1558 | 89-Dick's Creek Culvert-SC | (1,681) | - | (1,681) | 16,806 | (75,000) | - | - | (675,000) | - | - | (750,000) |
| 10RC1559 | 69-Wessel/Centre PH3-Li | (82,531) | 66,112 | (16,419) | 164,192 | (100,000) | (450,000) | - | (450,000) | - | - | (1,000,000) |
| 10RC1560 | 1-Albert/Lakeshore-FE | (136,500) | 100,694 | (35,806) | 567,912 | (136,500) | (1,228,500) | - | (800,000) | - | - | (2,165,000) |
| 10RC1561 | 1-Burleigh/Buffalo-FE | (18,976) | (2,077) | (21,053) | 11,288,823 | (22,500) | (2,942,500) | - | - | (9,100,000) | - | (12,065,000) |
| 10RC1562 | RR 42 - Ontario Street EA | (12,914) | (210) | (13,124) | 131,247 | (50,000) | - | - | (450,000) | - | - | (500,000) |
| 10RC1563 | 45-RR4/RR63-WF | (31,111) | (1,730) | (32,842) | 328,419 | (177,500) | (337,500) | - | (1,260,000) | - | - | (1,775,000) |
| 10RC1564 | 81-Durham/Lincoln-LI | (5,463) | (1,083) | (6,546) | 170,189 | (37,500) | (937,500) | - | - | - | - | (975,000) |
| 10RC1567 | 27-PCD/Lincoln-WF | (19,251) | (22,579) | (41,829) | 462,785 | (470,000) | (4,730,000) | - | - | - | - | (5,200,000) |
| 20000145 | 63-Wellandport/Com Cntre-WL | (8,865) | 7,941 | (924) | 15,404 | (30,000) | (470,000) | - | - | - | - | (500,000) |
| 20000147 | 89-Welland Canal/Homer-NOTL | (238) | 214 | (24) | 397 | (30,000) | (470,000) | - | - | - | - | (500,000) |
| 20000486 | 2017-Rehab RR 48 Carlton-Scott | (729) | (686) | (1,415) | 3,537 | (120,000) | (180,000) | - | - | - | - | (300,000) |

| Project | Project Description | Development Charges Transferred to Projects | | | Total Expenditures (Life-to-Date) | Approved Budget by Funding Source (at 2019 Year-end) | | | | | | |
|-------------------------------------------|-----------------------------------|---------------------------------------------|---------------------|---------------------|-----------------------------------|------------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| | | Prior Years | Current Year | Total | | Development Charge Fund | Levy Reserve | Rate Reserves | Debt Funding | Gas Tax Funding | External Recovery | Grand Total |
| 20000488 | 2017-Rehab RR 87 Locke to Ann | (614) | (16,730) | (17,345) | 226,277 | (35,000) | (315,000) | - | - | - | - | (350,000) |
| 20000660 | 18-Rehab 56-Glendale to St Dav-TH | (13,461) | (4,672) | (18,133) | 1,303,888 | (200,000) | (1,800,000) | - | - | - | - | (2,000,000) |
| 20000667 | 18- Rehab 49-HEPC to Wil P2-NF | (2,871) | (89,554) | (92,425) | 108,736 | (595,000) | (105,000) | - | - | - | - | (700,000) |
| 20000668 | 18-Rehab 81-Burgoyne to CNR-SC | (2,300) | 2,070 | (230) | 2,300 | (50,000) | (450,000) | - | - | - | - | (500,000) |
| 20000897 | 19-Rds Rehab RR20 - Griffin St | - | - | - | - | (50,000) | (450,000) | - | - | - | - | (500,000) |
| 20000898 | 19-Rds Rehab - RR 72 Louth St | - | (1,685) | (1,685) | 4,213 | (200,000) | (300,000) | - | - | - | - | (500,000) |
| 20000900 | 19-Rds Rehab - RR 81 Main St | - | (558) | (558) | 5,589 | (25,000) | (225,000) | - | - | - | - | (250,000) |
| 20000912 | 19 Ann-Roads Resurfacing | - | (450,895) | (450,895) | 4,508,948 | (884,400) | (3,159,600) | - | - | (4,800,000) | - | (8,844,000) |
| 10RC1242 | 87-Lakeport/Lake-SC | (1,000,000) | (40,805) | (1,040,805) | 4,148,310 | (1,040,805) | (607,505) | - | (1,900,000) | (600,000) | - | (4,148,310) |
| 10RC1353 | 87-Lake/Geneva Ph3-SC | (2,023,253) | (13,212) | (2,036,465) | 5,034,794 | (2,120,000) | (322,081) | - | (2,799,239) | - | - | (5,241,320) |
| 20000915 | 19 Ann-Patrol Yard Imprv | - | (308) | (308) | 855 | (360,000) | (640,000) | - | - | - | - | (1,000,000) |
| 20000993 | 2018 Intelligent Transport Sys | - | (6,348) | (6,348) | 63,480 | (27,400) | (246,600) | - | - | - | - | (274,000) |
| 20000994 | 2018 Signal Upgrades Program | (13,067) | (31,404) | (44,472) | 444,722 | (60,600) | (545,400) | - | - | - | - | (606,000) |
| 20001251 | 19-Ann-Intellgnt Transport Sys | - | - | - | - | (30,000) | (270,000) | - | - | - | - | (300,000) |
| 20001252 | 19-Ann-Traffic Signal Equipmen | - | - | - | - | (65,000) | (585,000) | - | - | - | - | (650,000) |
| 20000629 | 18 Ann-Illum Install & Upgrade | (2,049) | (10,483) | (12,532) | 125,320 | (40,000) | (360,000) | - | - | - | - | (400,000) |
| 20000985 | RR12 Chris/Mntn @ RR81 Main | (52) | (18,672) | (18,724) | 187,239 | (20,000) | (180,000) | - | - | - | - | (200,000) |
| 20000986 | RR50 GlenRdge @ RR91 WestCh | (19) | (266) | (285) | 2,846 | (30,000) | (270,000) | - | - | - | - | (300,000) |
| 20000987 | RR102 Stanley @ Portage | (135) | (426) | (560) | 5,599 | (30,000) | (270,000) | - | - | - | - | (300,000) |
| 20000988 | RR25 Netherby @ RR116 Sodom | (4,116) | 3,069 | (1,047) | 10,468 | (30,000) | (270,000) | - | - | - | - | (300,000) |
| 20000989 | RR24Victoria @ RR63 Canborough | (2) | (128) | (130) | 1,296 | (28,500) | (256,500) | - | - | - | - | (285,000) |
| 20000990 | RR27 Schisler @ RR98 Montrose | - | - | - | - | (1,000) | (9,000) | - | - | - | - | (10,000) |
| 20000991 | RR36 South Pelham @ Thorold Rd | (138) | (102) | (239) | 2,395 | (28,500) | (256,500) | - | - | - | - | (285,000) |
| 20000992 | RR24 Victoria @RR81 Old Hwy 8 | (132) | (227) | (360) | 3,598 | (1,000) | (9,000) | - | - | - | - | (10,000) |
| 20001250 | 19-Ann-Traffic Signal Design | - | (200) | (200) | 1,996 | (5,000) | (45,000) | - | - | - | - | (50,000) |
| 20001253 | 19-RR91 Westchester Av @ Blain | - | (7) | (7) | 73 | (27,500) | (247,500) | - | - | - | - | (275,000) |
| 20001254 | 19-RR41 (Woodlawn Av) @ Seaway | - | (86) | (86) | 859 | (27,500) | (247,500) | - | - | - | - | (275,000) |
| Services Related to Highways Total | | (31,860,022) | (12,556,156) | (44,416,177) | 179,134,785 | (86,332,421) | (62,518,498) | - | (41,312,262) | (37,984,863) | (44,577,748) | (272,725,791) |
| Wastewater | | | | | | | | | | | | |
| 10SW1362 | Burleigh Hill/Glendale Ph1 CSO | (72,129) | 25,161 | (46,968) | 46,968 | (425,000) | - | - | - | - | - | (425,000) |
| 10SW1365 | Sewer Separation - River Rd A | (35,666) | - | (35,666) | 42,800 | (250,000) | - | (50,000) | - | - | - | (300,000) |
| 10SW1368 | Sewer Separation - Empire St | (17,279) | - | (17,279) | 190,069 | (25,000) | - | (250,000) | - | - | - | (275,000) |
| 10SW1467 | Maranda Street Sewer Separati | (9,352) | 9,352 | - | - | (10,000) | - | - | - | - | - | (10,000) |
| 10SW1485 | Extraneous Flow & Collection | (44,709) | (55,949) | (100,658) | 100,658 | (500,000) | - | - | - | - | - | (500,000) |
| 20000859 | 19-Decomission Biggar Lagoon | - | (7,890) | (7,890) | 26,299 | (102,000) | - | (238,000) | - | - | - | (340,000) |
| 10SW1504 | Misc Prgm - Master Meter Repl | (86,884) | (50) | (86,934) | 530,879 | (90,000) | - | (459,600) | - | - | - | (549,600) |
| 10SW1527 | Master Meter Replace - Mrt Med | (63,985) | (599,892) | (663,877) | 728,409 | (823,000) | - | (80,000) | - | - | - | (903,000) |
| 20000696 | 18-SPS REPLACE-Rosemount S-PC | (89) | - | (89) | 178 | (100,000) | - | (100,000) | - | - | - | (200,000) |
| 20000697 | 18-SPS REPLACE-Beaverdams-PT.D | (19,713) | (93,199) | (112,912) | 141,140 | (372,000) | - | (93,000) | - | - | - | (465,000) |
| 20000698 | 18-SPS REPLACE Campden-LN | (2,361) | (46,923) | (49,284) | 54,760 | (180,000) | - | (20,000) | - | - | - | (200,000) |
| 20000707 | 18-SPS REPLACE-Bridgeport-GR | (2,907) | (51,030) | (53,937) | 67,421 | (200,000) | - | (50,000) | - | - | - | (250,000) |
| 20000709 | 18-SPS REPLACE-Jordan Valley | (556) | (33,305) | (33,860) | 42,326 | (140,000) | - | (35,000) | - | - | - | (175,000) |
| 20000729 | 18-SPS-UPG-Catharine St-FE | (15,030) | (13,288) | (28,318) | 35,397 | (400,000) | - | (100,000) | - | - | - | (500,000) |
| 20000854 | 19-Line 2 SPS Pump Replacement | - | (19,678) | (19,678) | 24,597 | (136,000) | - | (34,000) | - | - | - | (170,000) |
| 20000856 | 19-Lake Street SPS Upgrade | - | (9,605) | (9,605) | 12,007 | (672,000) | - | (168,000) | - | - | - | (840,000) |
| 20000866 | 19-Decomission Old Central SPS | - | (16,271) | (16,271) | 54,238 | (45,000) | - | (105,000) | - | - | - | (150,000) |
| 10SW1230 | Lakeside Pump Station Upgrade | (52,368) | 35,061 | (17,307) | 166,359 | (260,086) | - | (2,239,914) | - | - | - | (2,500,000) |
| 10SW1267 | PS Imprv Program - South Side | (536,103) | (223) | (536,327) | 6,369,542 | (560,000) | - | (6,090,689) | - | - | - | (6,650,689) |
| 10SW1525 | PS Cpcy Expsns Prg-Smth Odour | (367,492) | (37,823) | (405,315) | 828,189 | (734,100) | - | (765,900) | - | - | - | (1,500,000) |
| 10SW1407 | Lakeshore (NOTL), Garrison, W | (361,438) | (2,623) | (364,061) | 3,139,876 | (380,838) | - | (2,886,615) | - | - | (17,120) | (3,284,573) |
| 10SW1526 | PS Improve Prgm - E-side PS PC | (25,035) | (4,392) | (29,427) | 294,270 | (40,000) | - | (360,000) | - | - | - | (400,000) |
| 20000194 | Sewer & Frce - Hansler Trunk | (449,461) | (174,293) | (623,754) | 623,754 | (700,000) | - | - | - | - | - | (700,000) |
| 20000196 | Sewer & Frce - Hwy406 Trunk | (399) | (1,273,114) | (1,273,513) | 1,478,335 | (1,273,513) | - | - | - | - | - | (1,273,513) |
| 20000702 | 18-SPS & FM UPG- Laurie AVE-LN | (31,790) | (136,908) | (168,698) | 187,442 | (630,000) | - | (70,000) | - | - | - | (700,000) |
| 10SW1517 | WWTP Upgrade Prgm - Niagara F | (14,982) | (46,547) | (61,529) | 1,076,759 | (120,000) | - | (1,980,000) | - | - | - | (2,100,000) |
| 20000724 | 18-WWTP-NEW-South NF Plant | (16,547) | (362,433) | (378,980) | 947,450 | (1,960,000) | - | - | (2,940,000) | - | - | (4,900,000) |
| 10SW0807 | NOTL WWTP Capacity Expansion | (5,302,480) | (301,827) | (5,604,307) | 47,353,117 | (5,668,440) | - | (12,678,093) | - | (800,000) | (28,748,467) | (47,895,000) |
| 10SW1528 | NOTL WWTP Decommissioning | - | (95,699) | (95,699) | 337,606 | (3,600,000) | - | (700,000) | (8,400,000) | - | - | (12,700,000) |
| Wastewater Total | | (7,528,754) | (3,313,389) | (10,842,143) | 64,900,845 | (20,396,977) | - | (29,553,811) | (11,340,000) | (800,000) | (28,765,587) | (90,856,375) |

| Project | Project Description | Development Charges Transferred to Projects | | | Total Expenditures (Life-to-Date) | Approved Budget by Funding Source (at 2019 Year-end) | | | | | | |
|-----------------------|--------------------------------|---------------------------------------------|--------------|--------------|-----------------------------------|------------------------------------------------------|--------------|---------------|---------------|-----------------|-------------------|---------------|
| | | Prior Years | Current Year | Total | | Development Charge Fund | Levy Reserve | Rate Reserves | Debt Funding | Gas Tax Funding | External Recovery | Grand Total |
| Water | | | | | | | | | | | | |
| 10CW1317 | Decommissioning Crescent Park | (54,977) | 1,825 | (53,152) | 432,008 | (112,500) | - | (762,500) | - | - | - | (875,000) |
| 20000183 | Watermain - Hwy406 Cross Trans | (10,596) | (1,690,891) | (1,701,487) | 2,181,261 | (1,701,487) | - | (210,000) | - | - | - | (1,911,487) |
| 20000467 | 2017-CNR Transmission Main | (104,267) | (185,438) | (289,705) | 580,545 | (6,400,000) | - | (25,092) | (6,400,000) | - | - | (12,825,092) |
| 20000623 | 18-WM NEW-Barrick Road | (332) | (79) | (411) | 823 | (982,500) | - | (132,500) | (850,000) | - | - | (1,965,000) |
| 20000847 | 19-Decom of Ridgeway Standpipe | - | (1,035) | (1,035) | 3,449 | (127,500) | - | (297,500) | - | - | - | (425,000) |
| 20000848 | 19-Port Robinson Interconnect | - | (664) | (664) | 1,328 | (220,000) | - | - | (220,000) | - | - | (440,000) |
| 10CW1304 | Misc Prgm-Port Colborne Stora | (4,250,896) | 60,862 | (4,190,034) | 9,815,911 | (4,250,896) | - | (5,707,594) | - | - | - | (9,958,490) |
| 10CW1302 | Misc Prgm-Grimsby System Stor | (314,899) | (195,549) | (510,447) | 759,802 | (18,064,587) | - | (7,669,587) | (1,155,000) | - | - | (26,889,174) |
| 20000461 | 2017-King St Elev Tank Decom | (24,571) | (86,280) | (110,851) | 369,501 | (285,000) | - | (665,000) | - | - | - | (950,000) |
| 20000614 | 18-ET-NEW Fort Erie | (5,535) | (68,107) | (73,642) | 147,284 | (277,500) | - | (127,500) | (150,000) | - | - | (555,000) |
| 20000619 | 18-ET-NEW Pelham | (4,025) | (37,847) | (41,872) | 83,745 | (810,000) | - | (217,500) | (592,500) | - | - | (1,620,000) |
| 20000457 | 2017-NOTL PRV Four Mile Creek | (242,697) | - | (242,697) | 525,844 | (300,000) | - | (150,000) | - | - | (200,000) | (650,000) |
| Water Total | | (5,012,795) | (2,203,203) | (7,215,998) | 14,901,500 | (33,531,970) | - | (15,964,773) | (9,367,500) | - | (200,000) | (59,064,243) |
| Waste Diversion | | | | | | | | | | | | |
| 10GL1519 | 15-Bridge-Drop-Off Depot | (101,136) | 66,963 | (34,174) | 154,697 | (187,110) | (659,890) | - | - | - | - | (847,000) |
| 20000713 | 18-Bridge-Reuse Centre | - | - | - | - | (113,400) | (66,600) | - | - | - | - | (180,000) |
| 20000171 | 16-NR12-Drop-Off Depot | - | (7) | (7) | 30 | (91,980) | (320,020) | - | - | - | - | (412,000) |
| 20000893 | 19-RCYL Facility Improve | - | (488) | (488) | 4,875 | (50,000) | (450,000) | - | - | - | - | (500,000) |
| Waste Diversion Total | | (101,136) | 66,468 | (34,669) | 159,602 | (442,490) | (1,496,510) | - | - | - | - | (1,939,000) |
| Grant Total | | (48,503,054) | (18,288,109) | (66,791,163) | 338,297,425 | (147,330,464) | (63,851,533) | (45,518,584) | (138,469,815) | (38,784,863) | (73,800,390) | (507,755,649) |

Niagara Region
2019 Development Charge Reserve Fund Statement
Operating Projects Funded with Development Charges 2019

| Project Name | Development Charges Transferred to Projects | | | Total Expenditures (Life-to-Date) | Approved Budget by Funding Source (at 2019 Year End) | | | |
|------------------------------------------------|---------------------------------------------|--------------|-------------|-----------------------------------|------------------------------------------------------|----------------|----------------|--------------|
| | Prior Years | Current Year | Total | | Development Charge Reserve Fund | Rate Operating | Levy Operating | Total |
| Wastewater | | | | | | | | |
| Combined Sewer Overflow Program (164 projects) | (991,662) | (1,120,037) | (2,111,699) | 8,084,994 | (7,570,186) | (14,710,557) | - | (22,280,742) |
| Wastewater Total | (991,662) | (1,120,037) | (2,111,699) | 8,084,994 | (7,570,186) | (14,710,557) | - | (22,280,742) |
| General Government | | | | | | | | |
| Municipal Comprehensive Review | (393,686) | - | (393,686) | 463,160 | (578,000) | - | (102,000) | (680,000) |
| New Regional Official Plan | (123,323) | (406,144) | (529,467) | 803,309 | (1,470,000) | - | (670,000) | (2,140,000) |
| General Government Total | (517,010) | (406,144) | (923,154) | 1,266,470 | (2,048,000) | - | (772,000) | (2,820,000) |
| Total | (1,508,672) | (1,526,181) | (3,034,852) | 9,351,464 | (9,618,186) | (14,710,557) | (772,000) | (25,100,742) |

**Development Charges Reserve Fund
Treasurer's Statement
January 1, 2019 to December 31, 2019**

1. Description of the Service for which each fund was established:

| Service Category | Description of Service |
|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Services Related to a Highway | The fund is used for growth-related projects for roads and roads related structures. |
| Police Services | The fund is used for growth related projects for facilities or rolling stock vehicles with a useful economic life beyond 7 years. |
| General Government | The fund is used to finance the cost of growth-related studies. |
| Long Term Care | The fund is used for growth related projects for facilities that provide services. |
| Provincial Offences Act | The fund is used for growth related projects for facilities that provide services. |
| Health | The fund is used for growth related projects for facilities that provide services or rolling stock vehicles with a useful economic life beyond 7 years. |
| Emergency Medical Services | The fund is used for growth-related projects for facilities or rolling stock vehicles with a useful economic life beyond 7 years. |
| Social Housing | The fund is used for growth related projects for facilities that provide services. |
| Waste Diversion | The fund is used for growth-related projects for facilities and related infrastructure or rolling stock vehicles with a useful economic life beyond 7 years. |
| Wastewater | The fund is used for growth-related projects for infrastructure and facilities that provide services including collection and treatment. |
| Water | The fund is used for growth-related projects for infrastructure and facilities that provide services including supply, storage, treatment and distribution. |

2. For credits (ex. Pre-payments, front-ended projects) in relation to the service or service category for which the fund was established:

Outstanding prepayment agreements have been entered into by the Region and the applicable developer as summarized below:

Statement of Credit Holder Transactions¹

| <i>Credit Holder</i> | <i>Applicable D.C. Reserve Fund</i> | <i>Credit Balance Outstanding Beginning of Year 2019 (\$)</i> | <i>Additional Credits Granted During Year (\$)</i> | <i>Credits Used by Holder During Year (\$)</i> | <i>Credit Balance Outstanding End of Year 2019 (\$)</i> |
|---------------------------------------------------------------------------------------------------------------|------------------------------------------------|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------|-------------------------------------------------------------------|--------------------------------------------------------------------------------|
| Richard P. Dystra Inc. (386 Killaly St. East, Port Colborne) | General Government | 261 | - | - | 261 |
| | EMS | 252 | - | - | 252 |
| | Police Services | 864 | - | - | 864 |
| | Roads | 13,306 | - | - | 13,306 |
| | Wastewater | 10,867 | - | - | 10,867 |
| | Water | 3,136 | - | - | 3,136 |
| Ross Great Lakes Holdings Inc. (386 Killaly St. East, Port Colborne) | General Government | 261 | - | - | 261 |
| | EMS | 252 | - | - | 252 |
| | Police Services | 864 | - | - | 864 |
| | Roads | 13,306 | - | - | 13,306 |
| | Wastewater | 10,867 | - | - | 10,867 |
| | Water | 3,136 | - | - | 3,136 |
| Homes by Desantis (Lake) Inc. (Corner North Service Rd & Casablanca Blvd, Grimsby) | General Government | 1,583 | - | (1,583) | - |
| | EMS | 1,488 | - | (1,488) | - |
| | Police Services | 5,055 | - | (5,055) | - |
| | Roads | 109,557 | - | (109,557) | - |
| | Wastewater | 63,888 | - | (63,888) | - |
| | Water | 18,428 | - | (18,428) | - |
| Total | | 257,375 | - | (200,000) | 57,375 |

¹ Differences may exist due to rounding.

3. The amount of any money borrowed from the DC reserve during the previous year and the purpose for which it was borrowed:

No money was borrowed.

4. The amount of interest accrued during the previous year on money borrowed from the fund by the municipality:

No interest was accrued as no money was borrowed.

5. The amount and source of any money used by the municipality to repay, in the previous year, money borrowed from the fund, or interest on such money:

No source of money to repay as no money was borrowed.

6. A schedule that identifies credit recognized under section 17 and, for each credit organized, sets out the value of the credit, the service against which the credit is applied and the source of funds used to finance the credit.

No schedule as there are no credits to recognize as per section 17.

7. Statement respecting additional levies under Section 59.1 (1) & (2) of the Development Charges Act, 1997, as amended.

In accordance with Section 59.1 (1) & (2), the Niagara Region has not imposed any additional payments nor required the construction of a service not authorized under the Development Charges Act, 1997, as amended.

MEMORANDUM

CSC-C 6-2020

Subject: Referral of Motion from Regional Council Meeting of April 23, 2020

Date: May 13, 2020

To: Corporate Services Committee

From: Ann-Marie Norio, Regional Clerk

At its meeting held on April 23, 2020, Regional Council referred the following motion to the Corporate Services Committee meeting being held on May 13, 2020:

That Niagara Region **BE DIRECTED** to coordinate amongst Niagara municipalities and other stakeholders with higher levels of government with respect to how we fund operational and infrastructure expenses.

Respectfully submitted and signed by

Ann-Marie Norio
Regional Clerk

Minute Item No. 5.2
PDS 15-2020
Draft Glendale District Plan

That Report PDS 15-2020, dated May 13, 2020, respecting Draft Glendale District Plan, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That staff **PROVIDE** a presentation to the Town of Niagara-on-the-Lake to seek endorsement for the Glendale District Plan;
2. That after endorsement has been received by the Town of Niagara-on-the-Lake, staff **PREPARE** a report for the Planning and Economic Development Committee seeking approval for the Glendale District Plan; and
3. That Report PDS 15-2020 **BE CIRCULATED** to the Town of Niagara-on-the-Lake and the City of St. Catharines for their information.

Minute Item No. 5.3
PDS 20-2020
Housekeeping to Appendix A of the Regional Official Plan

That Report PDS 20-2020, dated May 13, 2020, respecting Housekeeping to Appendix A of the Regional Official Plan, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Regionally-initiated Official Plan Amendments listed in Appendix A of the Regional Official Plan as 24, 70, 156, 2-2011, ROPA 2, ROPA 4, ROPA 6, ROPA 9, ROPA 12 **BE CLOSED** due to inactivity;
2. That the privately-requested Official Plan Amendments listed in Appendix A of the Regional Official Plan as 52, 55, 68, 96, 124, 165, 166, 4-2008 **BE CLOSED** at the request of the applicants; and
3. That additional Official Plan Amendments listed in Appendix A of the Regional Official Plan as 54, 80, 89, 102, 155, 8-2005 **BE CLOSED** for reasons explained in report PDS 20-2020.

Minute Item No. 5.4
ED 5-2020
Economic Development Offices Collaboration

That Report ED 5-2020, dated May 13, 2020, respecting Economic Development Offices Collaboration, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That, in the current circumstances, staff **BE DIRECTED** to defer the development of a 10 year Regional Economic Development Strategy in collaboration with the Local Area Municipalities' economic development offices until after an Economic Recovery Strategy is completed.

Minute Item No. 6
Consent Items for Information

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

ED 7-2020
COVID-19 Response and Business Continuity in Economic Development

PDS-C 4-2020
COVID-19 Response and Business Continuity in Planning and Development

PDS 22-2020
Implications of the New Provincial Policy Statement, 2020

ED 4-2020
Q1 Economic Development Update

PDS-C 5-2020
A letter from N. DeRuyter, Partner, MHBC, dated May 8, 2020, respecting Kaneff Properties Limited Comments on Draft Glendale District Plan

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

**PEDC 4-2020
Wednesday, May 13, 2020
Council Chamber/Teleconference
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee Members Huson (Committee Chair)
Present in the Council
Chamber:

Committee Members Bradley (Regional Chair), Butters, Bylsma, Campion, Dart
Present via (Committee Vice-Chair), Easton, Fertich, Foster, Greenwood,
Teleconference: Heit, Redekop, Rigby, Sendzik, Ugulini, Witteveen, Zalepa

Absent/Regrets: Bellows, Junkin

Staff Present in the L. Glynn, Technology Support Analyst, R. Mostacci,
Council Chamber: Commissioner, Planning & Development Services, A.-M. Norio,
Regional Clerk, R. Tripp, Acting Chief Administrative Officer

Staff Present via E. Acs, Manager, Community Planning, I. Banach, Manager,
Teleconference: Long Range Planning, M. Evely, Legislative Coordinator, V.
Kuhns, Acting Director, Economic Development, P. Lambert,
Director, Infrastructure Planning & Development Engineering, K.
McCauley, Senior Planner, Secondary Plans, D. Morreale,
Director, Development Approvals, A. Morrison, Planner,

1. CALL TO ORDER

Committee Chair Huson called the meeting to order at 1:02 p.m.

R. Mostacci, Commissioner, Planning and Development Services, and V. Kuhns, Acting Director, Economic Development, provided comments respecting the COVID-19 pandemic and advised all core and essential services are continuing to be delivered and progress is being made on key initiatives to support economic recovery.

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. PRESENTATIONS

There were no presentations.

4. DELEGATIONS

There were no delegations.

5. ITEMS FOR CONSIDERATION

5.1 PDS 14-2020

Niagara Region's Employment Area Strategy: Background Report and Recommendations

Isaiah Banach, Manager, Long Range Planning, provided a presentation respecting Niagara Region's Employment Area Strategy: Background Report and Recommendations. Topics of the presentation included:

- Provincial Policy and Context
- Employment Area Strategy
 - Timeline
 - Process and Contents
 - Recommendations
- Next Steps
 - Official Plan Employment Policy Paper
 - ROPA 16
 - New Niagara Official Plan

Moved by Councillor Greenwood
Seconded by Councillor Butters

That Report PDS 14-2020, dated May 13, 2020, respecting Niagara Region's Employment Area Strategy: Background Report and Recommendations, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Report PDS 14-2020 **BE ENDORSED**; and
2. That Report PDS 14-2020 **BE CIRCULATED** to the local municipal Planning Directors and Ministry of Municipal Affairs and Housing.

Moved by Councillor Sendzik
Seconded by Councillor Fertich

That Report PDS 14-2020 **BE DEFERRED** to allow for further public consultation.

Carried

5.2 PDS 15-2020

Draft Glendale District Plan

Kirsten McCauley, Senior Planner, Secondary Plans, provided information respecting Draft Glendale District Plan. Topics of the presentation included:

- What is a District Plan?
- Endorsement Process
- Glendale Demonstration Plan
- Key Directions
- District Plan Summary

Moved by Councillor Foster

Seconded by Councillor Fertich

That Report PDS 15-2020, dated May 13, 2020, respecting Draft Glendale District Plan, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That staff **PROVIDE** a presentation to the Town of Niagara-on-the-Lake to seek endorsement for the Glendale District Plan;
2. That after endorsement has been received by the Town of Niagara-on-the-Lake, staff **PREPARE** a report for the Planning and Economic Development Committee seeking approval for the Glendale District Plan; and
3. That Report PDS 15-2020 **BE CIRCULATED** to the Town of Niagara-on-the-Lake and the City of St. Catharines for their information.

Carried

5.3 PDS 20-2020

Housekeeping to Appendix A of the Regional Official Plan

Moved by Councillor Rigby

Seconded by Councillor Witteveen

That Report PDS 20-2020, dated May 13, 2020, respecting Housekeeping to Appendix A of the Regional Official Plan, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Regionally-initiated Official Plan Amendments listed in Appendix A of the Regional Official Plan as 24, 70, 156, 2-2011, ROPA 2, ROPA 4, ROPA 6, ROPA 9, ROPA 12 **BE CLOSED** due to inactivity;
2. That the privately-requested Official Plan Amendments listed in Appendix A of the Regional Official Plan as 52, 55, 68, 96, 124, 165, 166, 4-2008 **BE CLOSED** at the request of the applicants; and
3. That additional Official Plan Amendments listed in Appendix A of the Regional Official Plan as 54, 80, 89, 102, 155, 8-2005 **BE CLOSED** for reasons explained in report PDS 20-2020.

Carried

5.4 ED 5-2020

Economic Development Offices Collaboration

Moved by Councillor Ugolini

Seconded by Councillor Bylsma

That Report ED 5-2020, dated May 13, 2020, respecting Economic Development Offices Collaboration, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That, in the current circumstances, staff **BE DIRECTED** to defer the development of a 10 year Regional Economic Development Strategy in collaboration with the Local Area Municipalities' economic development offices.

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

1. That, in the current circumstances, staff **BE DIRECTED** to defer the development of a 10 year Regional Economic Development Strategy in collaboration with the Local Area Municipalities' economic development offices ***until after an Economic Recovery Strategy is completed.***

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

That Report ED 5-2020, dated May 13, 2020, respecting Economic Development Offices Collaboration, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That, in the current circumstances, staff **BE DIRECTED** to defer the development of a 10 year Regional Economic Development Strategy in collaboration with the Local Area Municipalities' economic development offices until after an Economic Recovery Strategy is completed.

Carried

6. CONSENT ITEMS FOR INFORMATION

Moved by Councillor Butters
Seconded by Councillor Heit

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

ED 7-2020

COVID-19 Response and Business Continuity in Economic Development

PDS-C 4-2020

COVID-19 Response and Business Continuity in Planning and Development

PDS 22-2020

Implications of the New Provincial Policy Statement, 2020

ED 4-2020

Q1 Economic Development Update

PDS-C 5-2020

A letter from N. DeRuyter, Partner, MHBC, dated May 8, 2020, respecting Kaneff Properties Limited Comments on Draft Glendale District Plan

Carried

7. OTHER BUSINESS

There were no other business items.

8. NEXT MEETING

The next meeting will be held on Wednesday, June 17, 2020 at 1:00 p.m.

9. ADJOURNMENT

There being no further business, the meeting adjourned at 3:01 p.m.

Councillor Huson
Committee Chair

Mark Evely
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

Niagara Region's Employment Area Strategy

Background Report and Recommendations

Planning and Economic Development Committee

May 13th, 2020



Agenda

1

Provincial Policy & Context

2

Employment Area Strategy

Timeline

Process & Contents

Recommendations

3

Next Steps

Official Plan Employment Policy Paper

ROPA 16

New Niagara Official Plan

Provincial Policy & Context

EMPLOYMENT AREA

Those areas designated in an official plan for **clusters of business and economic activities** including, but limited to, manufacturing, warehousing, offices, and associated retail and ancillary facilities.

- PPS (2020); Growth Plan (2019)



Amendments to Provincial plans have introduced new rules.



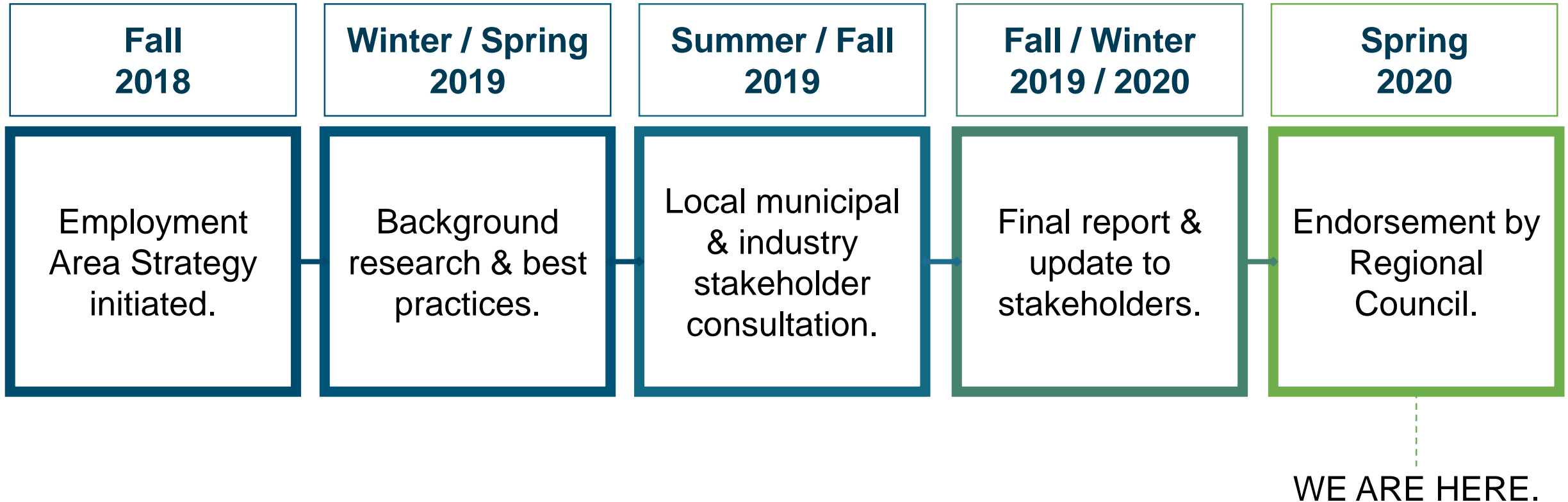
New concept of “provincially significant employment zones” (PSEZs).



Growth Plan permits conformity prior to a new official plan.

| | EMPLOYMENT LANDS | EMPLOYMENT AREAS | PROVINCIALY SIGNIFICANT EMPLOYMENT ZONES |
|-------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Primary Responsibility | Local Municipality | Niagara Region | Province (MMAH) |
| Description | Population-based employment uses that can be more easily integrated with other uses. | Clusters of traditional employment uses that are less easily integrated with other uses. | Can be employment areas as well as mixed-use areas that contain a significant number of jobs. |
| Typical Land Uses (but not limited to) | <ul style="list-style-type: none"> • Mixed-use • Commercial / major commercial • Retail / major retail • Institutional • Health care centres / facilities • Office • Solo industrial / manufacturing sites | <ul style="list-style-type: none"> • Industrial • Manufacturing • Warehousing • Major office • Corporate headquarters • Some supportive uses (i.e. retail and commercial) | <ul style="list-style-type: none"> • Industrial • Manufacturing • Warehousing • Major office • Corporate headquarters • “Significant” mixed-use |
| Tests for Conversion | Simpler. | 408 More complex. | Most complex. |

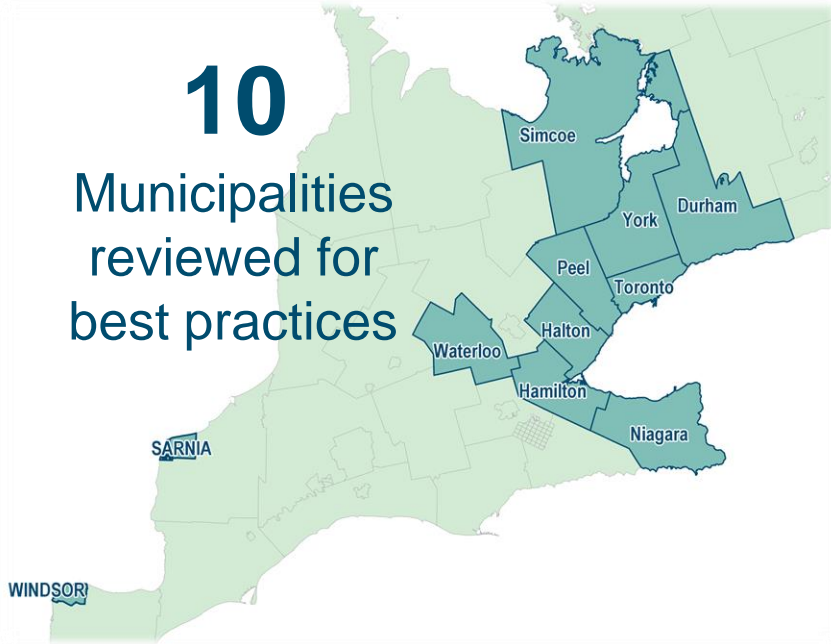
Employment Area Strategy's Timeline



The Strategy's Process & Contents

10

Municipalities
reviewed for
best practices



- Municipal best practices review to understand functions and characteristics of employment areas in Southern Ontario.
- Identify and map Niagara's traditional employment clusters.
- Assess and evaluate Niagara's employment areas.
- Summary of stakeholder engagement.
- Policy direction and recommendations to explore further.

24+

Meetings with Local
Municipal Planning Staff.

4

Public Information
Centres.

3

Stakeholder Workshops
and Presentations.

200+

Stakeholders on the
Strategy's circulation list.

The Strategy's Recommendations

Opportunities to plan for and protect long-term employment lands.

- Potential to identify future employment areas.
- Potential to identify provincially significant employment zones (PSEZs).

Proactively support existing employment areas.

- Establish density targets for each identified employment area.
- Encourage intensified and supportive ancillary uses.

Strengthen investor confidence and relationships.

- Ensure availability / access to municipal servicing.
- Offer certainty and predictability for employment-related processes.

Next Steps: OP Employment Policy Paper



Refining employment area boundaries.



Employment area targets & characteristics.



Future employment areas.



Provincially significant employment zones.



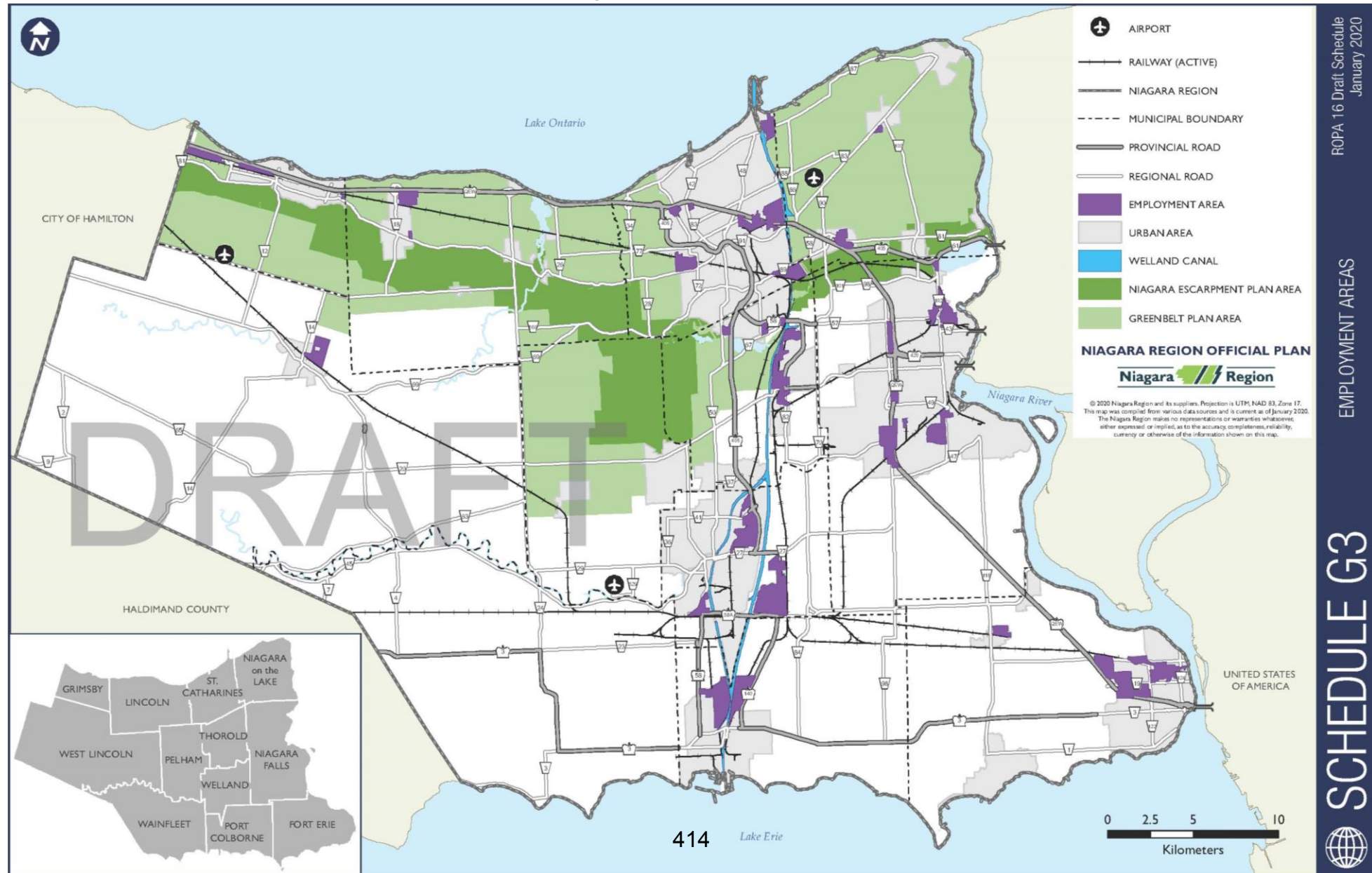
Employment conversion criteria.

Next Steps: ROPA 16



- An amendment to the existing Regional Official Plan under s.26 of the *Planning Act*, 1990.
- Achieves conformity with Provincial plans and implements policy direction of the Growth Plan (s.2.2.5 “Employment”).
- Establishes employment area mapping identified through the Employment Area Strategy.
- Statutory Meetings planned for summer 2020.
- Draft materials available online at niagararegion.ca/ropa16.

Employment Areas





SUSTAINABLE REGION

How we protect our natural environment and plan for climate change.

GROWING REGION

How we manage growth and development with a range and mix of housing forms, including affordable housing.

CONNECTED REGION

How we improve connections with transit, recreation and trails, infrastructure and technology.

VIBRANT REGION

How we enhance the vibrancy of communities by supporting strong urban design and protecting cultural heritage.

COMPETITIVE REGION

How we increase our competitiveness by supporting employment opportunities and protecting agricultural lands.

- Employment Area Strategy
- OP Employment Policy Paper
- ROPA 16

Next Steps: Timeline

| Spring 2020 | Summer 2020 | Fall 2020 | Winter / Spring 2021 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none">✓ Endorsement of Employment Area Strategy.✓ Initiation of OP Employment Policy Paper.✓ ROPA 16 commenting period. | <ul style="list-style-type: none">• Consultation on new Niagara OP.• Consultation for OP Employment Policy Paper.• Adoption of ROPA 16. | <ul style="list-style-type: none">• Additional PICs for new Niagara OP.• Endorsement of OP Employment Policy Paper.• Draft employment policy set for the new Niagara OP. | <ul style="list-style-type: none">• Final employment policy set for the new Niagara OP. |

WE ARE HERE.

May change if delays arise from COVID-19 emergency.

Subject: Niagara Region's Employment Area Strategy: Background Report and Recommendations

Report to: Planning and Economic Development Committee

Report date: Wednesday, May 13, 2020

Recommendations

1. That Report PDS 14-2020 **BE ENDORSED**; and
2. That Report PDS 14-2020 **BE CIRCULATED** to the local municipal Planning Directors and Ministry of Municipal Affairs and Housing.

Key Facts

- The purpose of this report is to inform Council of the completion of the *Niagara Employment Area Strategy: Background Report and Recommendations* (the "Strategy") and the employment-related work plan for the new Niagara Official Plan.
- The purpose of the Strategy was to identify, map, and comprehensively understand Niagara's existing traditional employment clusters.
- Regional staff conducted extensive engagement with local area municipal planning staff and industry stakeholders from Niagara and the broader Greater Toronto Hamilton Area to develop the Strategy.
- The Strategy mapped 31 employment areas across Niagara that will be implemented as a schedule into the existing Regional Official Plan ("ROP") through Regional Official Plan Amendment 16 ("ROPA 16"), to be advance at a later time.
- The next step is the preparation of an Official Plan Employment Policy Paper (the "OP Paper"), which will build on the Strategy's recommendations. The OP Paper will set out the items to be incorporated in the new Niagara Official Plan.

Financial Considerations

The costs associated with the Strategy are accommodated within the Council approved project budget for the new Niagara Official Plan.

Analysis

This report is split into five sections to set out the relationship between the Strategy and the Region's broader employment-related work plan. The sections are as follows:

1. Provincial Policy Direction and Context
2. Niagara Region's Employment Area Strategy
3. Official Plan Employment Policy Paper
4. Regional Official Plan Amendment 16
5. New Niagara Official Plan

1. Provincial Policy Direction and Context

Recent changes to Provincial policy, including *A Place to Grow: Growth Plan for the Greater Golden Horseshoe, 2019* (the "*Growth Plan*") and the *Provincial Policy Statement, 2020* (the "*PPS*") have modernized employment planning in Ontario.

1.1 Planning for Employment

The *Growth Plan* requires the Region to plan a forecasted employment growth of 265,000 jobs by the year 2041.

These jobs are allocated across the lower-tier municipalities in Niagara through the Province's Land Needs Assessment Methodology (the "LNA"), a complex calculation that allocates the forecasted employment growth. The LNA sets out the forecasted employment growth in four categories:

- major office employment;
- employment land employment;
- population-related employment; and
- rural land employment.

The identification of "employment areas" is critical in employment planning. These are defined in the *Growth Plan* and *PPS* as:

those areas designated in an official plan for clusters of business and economic activities including, but not limited to, manufacturing, warehousing, offices, and associated retail and ancillary facilities.

The *Growth Plan* also directs upper- and single-tier municipalities, including Niagara Region, to identify and plan for employment areas separate from other job-producing areas, such as employment lands and mixed use areas. Therefore, the Region's work, and the subject of this Report, is primarily focused on employment areas over other lands that provide jobs.

The purpose of an employment area designation is to protect the long-term viability of on-site employment uses, allowing them to operate, grow, and expand without restriction from encroaching non-employment land uses.

Employment areas are also used to calculate land supply for major office employment and employment land employment, noted above. This is used to strategically plan for job growth within these categories.

1.2 New Rules on Employment Conversion

There are specific rules to change from an employment use to any other uses. The rules differ depending on the Regional and local designation of the lands.

Under the previous *Growth Plan (2017)*, employment uses could only be considered for conversion at the time of a municipal comprehensive review ("MCR"). The new *Growth Plan (2019)* now permits employment conversions prior to a MCR. In the Region's case, the new Regional Official Plan (ROP) is the "MCR".

The exception to this permission however is for lands located in a provincially significant employment zone ("PSEZ"). Lands in a PSEZ can only be converted at the time of the Region's next MCR.

The concept of a PSEZ was introduced in the new *Growth Plan (2019)*. PSEZs are:

areas defined by the Minister in consultation with affected municipalities for the purpose of long-term planning for job creation and economic development. Provincially significant employment zones can consist of employment areas as well as mixed-use areas that contain a significant number of jobs.

There are currently no PSEZs identified in Niagara Region. PSEZs were, for the most part, mapped based on existing employment areas identified in upper- and single-tier official plans. Since the current ROP does not have employment areas mapped - no PSEZs were identified.

Detailed employment conversion policies are provided in the draft ROP Amendment 16 ("ROPA 16"). Amongst other things, ROPA 16 incorporates the new employment conversion processes in the existing ROP.

ROPA 16 is discussed in more detail in section 4 of this report.

2. Niagara Region's Employment Area Strategy

2.1 Purpose

The existing ROP does not clearly recognize Niagara's employment areas.

In December 2018, the Region retained MHBC Planning to prepare the Employment Area Strategy.

The purpose of the Strategy was to identify, map, and comprehensively understand Niagara's existing clusters of businesses and economic activities relating to traditional employment uses, including but not limited to industrial, manufacturing, transportation / warehousing logistics, and major office.

The Final Strategy is attached as Appendix 1.

Amongst other things, the Region worked with MHBC to identify the location of employment areas based on existing, and often historical, land use designations from local official plans and zoning by-laws.

Employment areas identified through this Strategy are proposed to be introduced as a schedule to the existing ROP through ROPA 16, and will be further examined through the Region's Official Plan Employment Policy Paper ("OP Paper") for implementation into the new Niagara Official Plan.

2.2 Relationship between Employment Lands and Employment Areas

Employment lands are parcels designated for employment uses within a *local* municipal official plan and/or zoning by-law. The Region has a limited policy framework relating to employment lands since they have historically been primarily a local matter.

Employment *areas* are made up of employment *lands*, but not all employment *lands* are in employment *areas*.

Employment lands located outside of employment areas typically have or are designated for employment uses that can be more easily integrated with other land uses.

2.3 Relationship to the Region's Past and Current Employment Initiatives

The Strategy was informed by the Region's previously completed employment-related studies and strategies, including its MCR work.

A visual of the timeline for these initiatives is provided in Figure 1.

Figure 1: A timeline of the Region's past and current employment-related work plan.

| 2011 - 2014 | 2015 - 2016 | 2017 - 2018 | 2019 - 2020 | 2021 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> ✓ Phase I: Gateway Employment Lands Study. ✓ Phase II: Non-Gateway Employment Lands Study. | <ul style="list-style-type: none"> ✓ MCR Phase 1 & 2: Employment Background Trends & Analysis. ✓ MCR Phase 3: Preferred Growth Option. ✓ Employment land identification. | <ul style="list-style-type: none"> ✓ Initiation of the Employment Area Strategy. ✓ Engagement with Area Planners. ✓ Employment area mapping & analysis. | <ul style="list-style-type: none"> ➤ Engagement with Area Planners & industry stakeholders. ➤ Endorsement of the Employment Area Strategy. ➤ Adoption of ROPA 16. ➤ Endorsement of the Official Plan Employment Policy Paper. <p>WE ARE HERE.</p> | <ul style="list-style-type: none"> ➤ Completion of the new Niagara Official Plan. |

2.4 Stakeholder Engagement

Regional staff have conducted extensive engagement with local area municipalities and industry stakeholders, including:

- individual meetings with each local municipality to identify employment lands that should be included within employment areas;

- hosting two stakeholder group workshops, one with industry and one with local municipal planners, to review draft employment area policy direction and mapping;
- hosting four public information centres (“PICs”) as part of the new Niagara Official Plan to solicit public input on employment areas, amongst other things; and
- hosting an industry stakeholder update and question and answer session to discuss the draft recommendations of the Strategy and its next steps for implementation.

This engagement directly shaped the Strategy’s mapping and recommendations.

Additional consultation details are provided in the section below.

2.4.1 Engagement with Local Municipalities

In the summers of 2018 and 2019, Regional staff met, individually, with planning staff at each local municipality to discuss locations and characteristics of existing traditional employment clusters that would meet the definition of an employment area.

Employment lands were identified based on existing uses and planned land use designations within official plans and zoning by-laws. Employment areas were then identified based on employment lands that were clustered together.

Engagement with local municipalities lead to the delineation of the 31 employment areas identified in the Strategy.

2.4.2 Stakeholder Workshops

In October 2019, the Region hosted two workshops lead by MHBC – one for local municipal area planners and one for industry stakeholders and economic development offices.

Similar materials were presented during each workshop, including draft employment area mapping, a high-level assessment of Niagara’s employment area characteristics, and discussion questions to gather feedback in developing policy direction and recommendations.

2.4.3 Public Information Centres for the New Niagara Official Plan

In November 2019, Regional staff presented draft elements of the Strategy during PICs for the new Niagara Official Plan.

Regional staff attended four PICs, one in each of the Town of Fort Erie, Town of Grimsby, City of Niagara Falls, and City of Thorold.

Materials shown during PICs included display panels that illustrated the Strategy's draft elements, including a visual of Niagara's 31 employment areas, as well as considerations used to map these areas.

2.4.4 Industry Stakeholder Update and Question & Answer Session

In February 2020, Regional staff hosted an industry stakeholder employment update and question and answer session. The purpose of the session was to provide direct communication to the industry about the Region's employment-related work plan.

Matters discussed included the progress and next steps of the Strategy, the OP Paper, ROPA 16, and the new Niagara Official Plan.

The session was well attended with approximately 40 attendees, and included a 25 minute presentation, followed by a 1 hour question and answer period.

2.4.5 Individual and Site-Specific Engagement

Regional staff received several municipal and private requests contemplating modifications to mapped employment area boundaries. These are described further in the Strategy.

As previously noted, the boundaries of employment areas were established after extensive review by Regional staff, its consultant, and detained consultation with local municipal planners.

However, the boundaries and amount of designated employment area lands may be updated soon if revised employment forecasts are provided by the Province.

The review of requests for changes to employment area boundaries is ongoing. The appropriate stage to make decisions on these requests is after receiving direction from the Province on revised forecasts and, correspondingly, after the Region has taken further steps with its LNA. Council's endorsement of the Strategy is important to ensure Regional staff have direction to move forward with employment planning in this way.

In terms of municipal requests, the City of Thorold, at its December 17, 2019 meeting, passed the following motion:

Niagara Region staff explore the appropriateness of a potential employment conversion, with respect to 5.46 acres of land located at 1686 Beaverdams Road, for future residential development through the Region's ongoing Municipal Comprehensive Review process...

Subsequently, the Region, City and the landowners have met, individually and collectively, to discuss the request. No determinations have been made as to the appropriateness of a conversion based on the information available. As noted above, this request, along with others, will be further considered as part of the Region's LNA work and new Niagara ROP policy at a later date.

Additionally, the Town of Fort Erie requested an expansion to one of its employment areas. This request is supported by the Town's locally adopted Fort Erie Industrial Land Strategy. The Region and Town have had discussions about its request; further analysis is ongoing as part of the new Niagara ROP policy work.

2.5 Best Practices Review: Understanding Employment Area Characteristics

The Strategy includes a municipal best practices review to understand the role and function of employment areas within municipal planning policy.

The review included a blend of upper- and single-tier municipalities located within the Greater Golden Horseshoe ("GGH"), as well as two that share direct cross-border infrastructure with the United States: the City of Windsor and City of Sarnia.

The review revealed that Niagara is the only upper- or single-tier municipality in the GGH that does not currently identify / map employment areas in its ROP. This deficiency needs to be corrected in order to be competitive with other jurisdictions.

The review also demonstrated that Niagara shares attributes with other GGH employment areas, including direct or close access to major goods movement infrastructure, such as airports, ports, highway interchanges, and active rail corridors.

Additional observations are set out in the Strategy.

2.6 Niagara's Employment Areas Characteristics

The Strategy includes a strengths, weaknesses, opportunities, and challenges ("SWOC") analysis of Niagara's 31 employment areas.

The SWOC analysis found that, similar to GGH municipalities, Niagara's employment areas tend to be located in close proximity to major goods movement facilities and corridors.

Niagara's access and proximity to goods movement assets is unique given its location to the Welland Canal and cross-border trade infrastructure. Niagara's employment areas offer advantageous geographic benefits for inter-regional trade and attracting a range of large-scale traditional employment uses which rely on freight movement and storage.

The SWOC analysis also found that Niagara's employment areas have specific challenges.

For example, many of Niagara's employment areas are generally comprised of small or irregular sized parcels incapable of accommodating large-scale employment uses.

Where larger vacant parcels exist, they often possess encumbrances such as contamination, absence of available connections to municipal servicing infrastructure, or fragmentation caused by natural heritage features increasing development risk.

Additional observations are set out in the Strategy.

2.7 Recommendations and Policy Direction

The Strategy offers recommendations on how employment areas should be incorporated into the new Niagara ROP. Although the Strategy does not recommend specific policy language, it provides direction on matters relating to:

- employment areas;
- employment lands;
- intensified employment uses in employment areas;
- employment-supportive uses in employment areas; and
- future employment areas and PSEZs.

The recommendations are discussed in the Strategy. They also influenced draft materials of ROPA 16 and will be explored further in the OP Paper, as discussed in sections 3 and 4 of this Report.

3. Official Plan Employment Policy Paper

The purpose of the OP Paper is to determine how all employment-related matters, including employment lands and employment areas, will be considered and implemented into the new Niagara ROP.

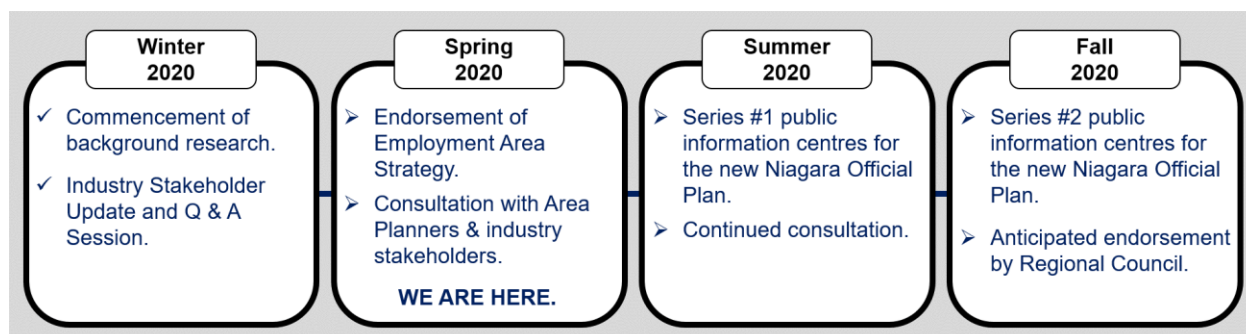
The OP Paper seeks to implement recommendations of the Strategy through incorporation into the new Niagara ROP.

Specifically, the OP Paper will:

- Determine density targets for each of Niagara's identified employment areas.
- Refine employment area boundaries based on the Region's ongoing Land Needs Assessment work and site-specific considerations.
- Establish a consistent approach to identify and implement future employment areas and PSEZs.
- Produce a standardized set of conversion criteria for municipal review.
- Offer direction on how and the extent to which the Region's employment-related incentive programs will be incorporated into policy.

A visual of the OP Paper's timeline is provided in Figure 2. This timeline may change as a result of unforeseen delays caused by the COVID-19 emergency.

Figure 2: A timeline of key milestones associated to the Official Plan Employment Policy Paper.



Regional staff are in the process of drafting the OP Paper and will provide an overview of its status and components during the new Niagara ROP Public Information Centres this summer.

4. Regional Official Plan Amendment 16

ROPA 16 will be the subject of a report planned for Planning and Economic Development Committee this summer.

The Region initiated ROPA 16 to address its existing employment policies which are inadequate and do not conform to Provincial policy.

ROPA 16 amends section 3 “Employment”, section 4 “Managing Growth”, and section 15 “Definitions” of the existing ROP to update matters relating to employment areas, PSEZs, and conversion.

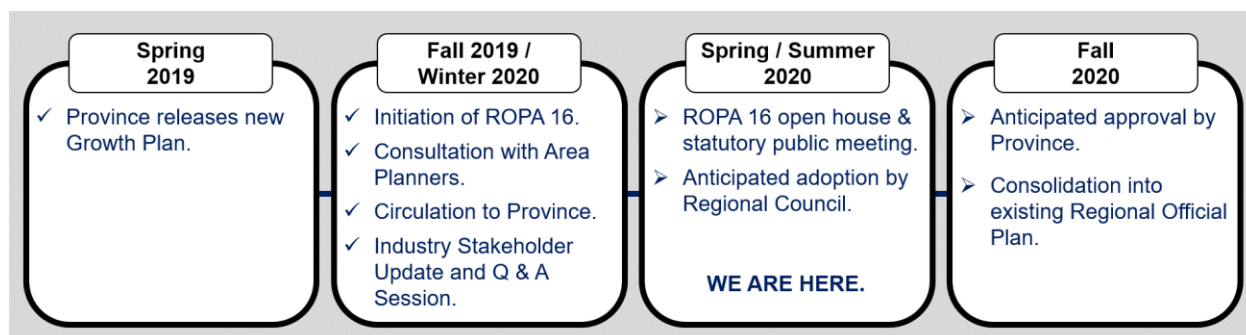
The Amendment also implements a new schedule, Schedule G3 - Employment Areas, that establishes mapping for Niagara’s 31 employment areas as identified through the Strategy.

These changes will bring the existing ROP in to conformity with the *Growth Plan*.

The draft Amendment is available online at: niagararegion.ca/ropa16.

A visual of ROPA 16 timeline is provided in Figure 3. As noted above, this timeline may change as a result of the COVID-19 emergency.

Figure 3: A timeline of key milestones associated to ROPA 16.

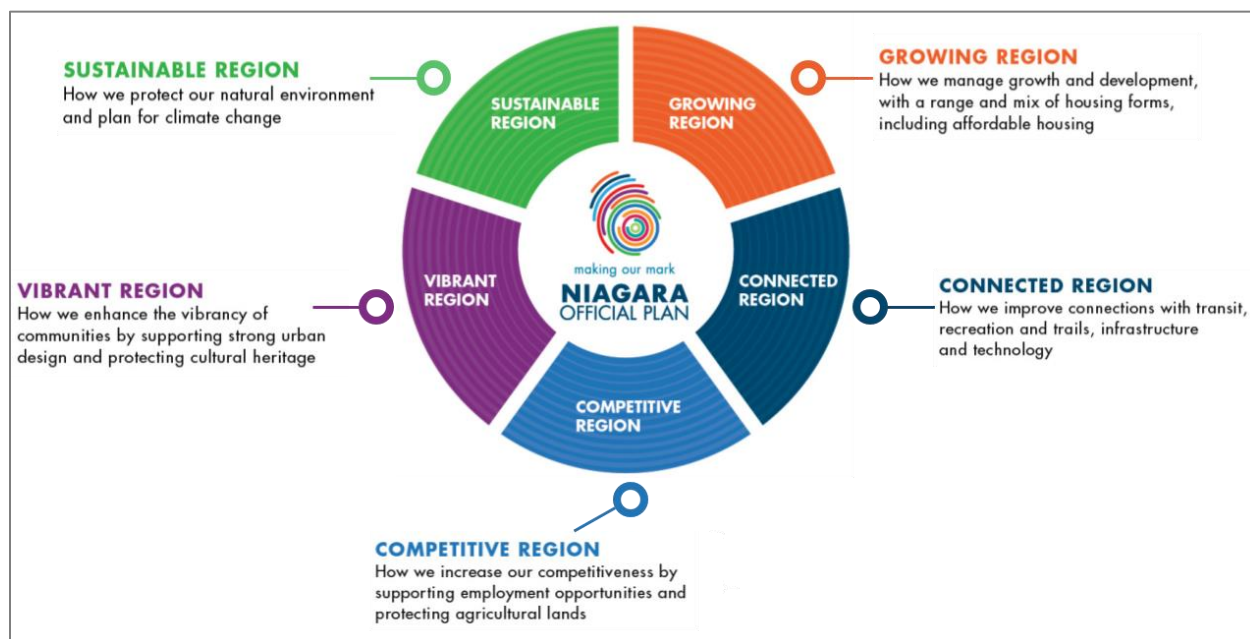


5. New Niagara Official Plan

The Region's Employment Area Strategy, OP Paper, and ROPA 16 will inform the policies of the new Niagara ROP.

A visual of the policy themes for the new Niagara ROP are shown in Figure 4.

Figure 4: Policy themes of the new Niagara Official Plan.



The Region's employment initiatives will predominantly be reflected within the "Competitive Region" policy theme, although there is a relationship to other policy themes.

Alternatives Reviewed

The *Planning Act, 1990*, requires Official Plans to conform to, be consistent with, or not be in conflict with, Provincial policy. The *Growth Plan* requires the Region to designate and protect employment areas for employment uses over the long-term.

This Strategy delineates the boundaries of Niagara's employment areas and sets up the process for ROPA 16 to proceed. Additionally, ROPA 16 will bring the existing ROP into conformity with the *Growth Plan* on matters relating to conversions and PSEZs, amongst other things.

Relationship to Council Strategic Priorities

The Strategy helps to achieve the following Strategic Priorities:

- Business and Economic Growth; and
- Responsible Growth and Infrastructure Planning.

The identification and protection of employment areas helps the Region plan for the long-term growth and supports the viability of traditional employment uses (i.e. industrial, manufacturing) and allows municipalities to make evidence-based decisions to target industrial sectors and plan for capital improvements.

Other Pertinent Reports

PDS 33-2019, Growth Management Program Update for the New Official Plan

PDS 35-2019, Employment Policies Update: Project Initiation Report

Prepared by:

Alexander Morrison, MCIP, RPP
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 Greg Bowie, Planner, Isaiah Banach, Manager of Long Range Planning, and reviewed by Doug Giles, Director of Community and Long Range Planning.

Appendices

Appendix 1 Niagara Region's Employment Area Strategy:
Background Report and Recommendations

Pages 14 - 140



NEW NIAGARA OFFICIAL PLAN

Niagara Region's Employment Area Strategy: Background Report and Recommendations

Niagara Region
March 20, 2020



KITCHENER
WOODBRIDGE
LONDON
KINGSTON
BARRIE
BURLINGTON

MacNaughton Hermesen Britton Clarkson Planning Limited (MHBC)

442 Brant Street, Suite 204, Burlington, ON L7R 2G4
T: 905-639-8686



urbanMetrics Inc.

67 Yonge Street, Suite 804, Toronto, ON M5E 1J8
T: 416-351-8585

COMPETITIVE REGION

EXECUTIVE SUMMARY

Supporting employment areas, both existing and future, is critical to Niagara's economic prosperity. Since December 2018, MHBC and urbanMetrics have worked in collaboration with Niagara Region (the "Region") staff to develop an Employment Area Strategy (the "Strategy") for the Region.

How municipalities plan for employment is guided by several layers of land use planning policy. Employment areas are defined in Provincial policy and are restricted from conversion to non-employment uses unless specific criteria are demonstrated and satisfied during the Region's municipal comprehensive review (MCR) process.

Throughout the Greater Golden Horseshoe (GGH), upper- and single-tier municipalities define and map employment areas, as well as provide policy direction to protect and enhance existing and planned employment uses. With recent amendments to Provincial policies, namely the Growth Plan for the Greater Golden Horseshoe (the "Growth Plan"), the Region must revise its Regional Official Plan (ROP) employment policies to conform to new Provincial policy direction.

Through undertaking this Strategy, the Region, in consultation with its local municipalities and stakeholders, has identified 31 employment areas in Niagara. This Strategy provides a detailed inventory of the physical and socio-economic market characteristics of each employment area and compares their traits to other employment areas in the GGH.

The report findings conclude that the Region's employment areas have diverse traits and characteristics, including: size of parcels; types of existing employment uses; availability of vacant land and municipal servicing; access to major goods movement facilities and corridors; appropriate land use policy and permissions; and, economic output.

The Strategy offers employment area and future employment area policy recommendations that the Region should further consider including:

- recognizing the Region's employment areas within a ROP schedule;
- adding policies for permitted uses and employment-supportive uses within employment areas;
- consulting with the Province and local municipalities to identify appropriate employment areas and employment lands, if any, to receive a provincially significant employment zone (PSEZ) designation;
- managing requests for conversion of employment uses to non-employment uses within employment areas and employment lands;
- supporting the intensification and expansion of employment areas with the required infrastructure; and,
- consideration towards additional employment protection through identifying future employment areas.

The Strategy recommendations should be integrated into the new ROP and be further refined through consultation with local municipalities and stakeholders.

TABLE OF CONTENTS

| | | |
|------------|-------------------------------------------------------------------------------------|-----------|
| 1.0 | INTRODUCTION..... | 1 |
| 1.1 | Background | 1 |
| 1.2 | The Employment Area Strategy | 1 |
| 1.3 | Approach and methodology | 2 |
| 2.0 | EMPLOYMENT AREA CHARACTERISTICS..... | 3 |
| 2.1 | What are employment areas and what is the Region’s role in planning for them? | 3 |
| 2.2 | Physical characteristics of employment areas | 3 |
| 2.2.1 | Industrial areas | 4 |
| 2.2.2 | Business parks..... | 5 |
| 3.0 | REGIONAL CONTEXT | 7 |
| 3.1 | Niagara’s context and characteristics | 7 |
| 3.1.1 | Employment trends | 7 |
| 3.1.2 | Locational characteristics | 9 |
| 3.1.3 | Land supply characteristics..... | 10 |
| 3.2 | Overview of Niagara’s employment areas | 12 |
| 3.2.1 | Land use characteristics | 12 |
| 3.2.2 | Socio-economic market conditions..... | 13 |
| 3.3 | Relationship to Provincial Land Needs Assessment | 14 |
| 4.0 | POLICY CONTEXT | 15 |
| 4.1 | Provincial Policy Statement (2020)..... | 15 |
| 4.2 | Growth Plan for the Greater Golden Horseshoe (2019) | 16 |
| 4.2.1 | Provincially significant employment zones..... | 17 |
| 4.3 | Niagara Region Official Plan (2014 Office Consolidation) | 17 |
| 5.0 | PLANNING POLICY MUNICIPAL BEST PRACTICES | 21 |
| 5.1 | Approaches to employment areas in the GGH..... | 21 |
| 5.1.1 | Halton Region..... | 21 |
| 5.1.2 | Region of Waterloo..... | 22 |
| 5.1.3 | Region of Durham..... | 22 |
| 5.1.4 | York Region..... | 23 |
| 5.1.5 | Region of Peel | 23 |
| 5.1.6 | County of Simcoe | 23 |
| 5.1.7 | City of Hamilton | 24 |
| 5.1.8 | City of Toronto..... | 25 |

| | | |
|------------|------------------------------------------------------------------|-----------|
| 5.1.9 | City of Windsor | 25 |
| 5.1.10 | City of Sarnia | 26 |
| 5.2 | Criteria for employment areas..... | 26 |
| 6.0 | ASSESSMENT OF NIAGARA’S EMPLOYMENT AREAS..... | 28 |
| 7.0 | STAKEHOLDER ENGAGEMENT | 30 |
| 8.0 | DRAFT RECOMMENDATIONS AND STRATEGIC POLICY DIRECTION..... | 33 |
| 9.0 | CONCLUSIONS..... | 36 |

| | |
|-------------------|--------------------------------------------------------------------------|
| APPENDIX A | NIAGARA REGION’S EMPLOYMENT LANDS AND EMPLOYMENT AREAS |
| APPENDIX B | PHYSICAL AND MARKET REVIEW OF NIAGARA’S EMPLOYMENT AREAS |
| APPENDIX C | CROSS JURISDICTIONAL REVIEW OF GGH EMPLOYMENT AREAS AND CORRIDORS |
| APPENDIX D | ASSESSMENT OF NIAGARA’S EMPLOYMENT AREAS |
| APPENDIX E | WORKSHOP PRESENTATIONS AND WORKBOOKS |
| APPENDIX F | WORKSHOP FEEDBACK SUMMARY |
| APPENDIX G | BIBLIOGRAPHY |

1.0 INTRODUCTION

1.1 Background

Initiated in 2014, the Region's municipal comprehensive review (the MCR) and broader growth management program had been working towards implementing the direction of the Growth Plan.

As part of this work, the Region undertook a **Phase I Gateway Employment Lands Study** and **Phase II Non-Gateway Employment Lands Study** to identify and protect the Region's employment lands and to identify Strategic Locations for Investment.

These studies contributed background work and analysis to inform section 3 ROP employment policies, as well as employment-related discussion papers, such as the **Economic Discussion of Long-Term Regional Planning Issues in Niagara Region** (Frank A. Clayton and Tom McCormack, June 2016).

1.2 The Employment Area Strategy

In December 2018, the Region in partnership with consultants MHBC and urbanMetrics commenced the Strategy to consolidate, update, and expand upon previous **Phase I Gateway Employment Lands Study** and **Phase II Non-Gateway Employment Lands Study** work.

The Strategy details a comprehensive assessment of the Region's 31 employment areas and compares them to other employment areas identified by upper- and single tier municipalities in the GGH. The assessment also included the City of Windsor and City of Sarnia, as they have direct access to international border crossing(s) with the United States, similar to Niagara.

Further, the Strategy offers recommendations that will help ensure that employment areas are protected and enhanced to support existing and future employment, while offering flexibility to adapt emerging / evolving employment trends.

Recommendations were developed by:

1. Completing an assessment of the Region's previous employment-related background studies.
2. Defining the Region's employment areas and understanding the relationship of employment areas and employment lands within current land use planning frameworks.
3. Reviewing best policy practices to identify common characteristics of employment areas and future employment areas across the GGH and evaluating how the Region's employment areas compare.
4. Refining the Strategy through stakeholder engagement workshops with local municipal planners and industry representatives.

1.3 Approach and methodology

The Strategy involved a two-phased approach.

Phase I involved extensive research into the Region's previous employment-related background studies that were used to develop existing ROP employment policy.

It also involved a cross jurisdictional review of policy and land use approaches used by other upper- and single-tier municipalities across the GGH to define employment areas, strategic employment corridors, and future employment areas, as well as by the Province to identify PSEZs.

The Region's employment areas were assessed based on the findings of the best practices review and existing physical and land use characteristics. A high-level analysis of the Region's strengths, weaknesses, opportunities and challenges is provided in section 6 of this Strategy.

Phase II involved developing policy recommendations based on previous best practice research and employment area assessments. These recommendations were further informed by feedback gathered through stakeholder engagement workshops.

A future Phase III of the Strategy should involve further consideration of whether the Region should identify lands for protection through a future employment area designation, PSEZ designation, or both.

2.0 EMPLOYMENT AREA CHARACTERISTICS

2.1 What are employment areas and what is the Region's role in planning for them?

Employment lands and employment areas are defined in many ways. They are described in terms related to their physical form and function, uses, activities and classifications based on like industries and business clusters. They are also defined by market functions and census tract characteristics for employment types and sectors. Finally, they are defined in Ontario through the policy-led planning framework which categorizes and defines "Employment Areas", lands and uses based on definitions in provincial policy.

Both the Provincial Policy Statement, 2014 (PPS, 2014) and A Place to Grow: Growth Plan for the Greater Golden Horseshoe (Growth Plan, 2019) provide a definition of employment that guides the planning framework in Ontario. Both define *Employment Areas* as "areas designated in an official plan for clusters of business and economic activities including, but not limited to, manufacturing, warehousing, offices, and associated retail and ancillary facilities" (PPS, 2014; Growth Plan, 2019).

A detailed review of the current Provincial and Regional policies related to "Employment Areas", employment lands and PSEZ's is provided in section 4 of the report. A new PPS [PPS (2020)] becomes effective on May 1, 2020. As discussed in Section 4.1, the PPS (2020) carries forward the existing definition for Employment Areas and contains additional policies aimed at ensuring land use compatibility and protecting existing and planned industrial and manufacturing land uses.

The Region has an important role in defining and protecting its employment areas. Through its land use planning policies, the Region is required to ensure its employment areas are well defined and that goals, objectives and policies are used to sustainably manage the growth of those areas and protect them from the encroachment of sensitive and non-employment land uses that may impact operations and functions. The Region's Strategy and policies for its employment areas needs to ensure the maintenance and enhancement of the areas through supportive infrastructure and investment. Employment areas should be retained for business and economic activities to provide for a stable and productive operating environment to ensure a broad range of jobs and a diverse economic base.

2.2 Physical characteristics of employment areas

From a land use perspective, employment areas can be made up of several individual land parcels that have existing or planned employment uses (i.e. manufacturing or office). Employment areas and lands may be designated for employment in local official plans and/or zoning by-laws and may have single or multiple uses ancillary to the primary employment use.

Niagara Region's employment lands and employment areas are shown in **Appendix A**.

Employment areas often include industrial uses (i.e. heavy industrial or light industrial). Industrial uses generally contain operations and facilities that require distance separation from non-employment uses due to noise, emissions, odour, and other negative impacts. Industrial uses generally include manufacturing, processing, fabrication, warehousing, distribution / logistics, and transportation services.

Employment areas may also contain office, retail, institutional, service commercial, and other ancillary uses to support primary employment uses. These uses can contribute to enhancing the overall function of an employment area.

Generally, the Region's 31 employment areas share similar physical and land use characteristics.

- **Physical geography** - employment areas are typically located on flat to slightly rolling topography, where large tracts of land can be assembled with minimal environmental constraints. Large parcels enable the opportunity to cluster similar sector uses that require large spaces for processing and storage.
- **Parcel orientation and access to transportation networks** - roads within employment areas tend to follow a grid system to optimize accessibility, circulation, and parcel configuration. Parcels are typically square or rectangular in shape to optimize site design and function. Employment areas require access to Provincial and Regional transportation networks. These include major goods movement facilities and corridors (i.e. international border crossings, airports, marine facilities, rail facilities, and intermodal facilities), and on-site infrastructure (i.e. roadways and utilities).
- **Land use and municipal infrastructure** – employment areas require a critical mass of appropriately zoned, vacant, shovel-ready land. The ability to connect to existing or planned municipal servicing infrastructure – both on- and off-site – such as water and waste water systems, utilities, and hydro are highly desired. The availability of this infrastructure varies within each employment area.

These attributes have the ability to significantly influence the viability, risk, and timeliness of employment-related development and redevelopment.

The specific attributes that are required for an employment area to be successful are largely based on the intended function and designations. These attributes are discussed in more detail below, with regard to industrial areas and business parks which are among the most common typologies of employment areas in Southern Ontario. These physical factors are also considered in the assessment of the Region's employment areas to help define the areas' current opportunities and constraints.

2.2.1 *Industrial areas*

Industrial areas within Southern Ontario offer a mix of heavy, general, and light industrial uses and primarily accommodate employment sectors related to manufacturing, utilities, wholesale trade, distribution and warehousing, transportation, and ancillary commercial service uses to the primary employment use. Industrial areas typically require the following physical attributes:

- **Access** – proximity to controlled access highways is critical for the success of industrial areas that have a significant degree of manufacturing, wholesale trade and warehousing, distribution and/or other industrial uses.
- **Transportation infrastructure** – increased globalization of the industrial economy has elevated the importance on the interdependence of domestic companies and their suppliers. As a result, there is an increasing trend for distribution activities to agglomerate share access to major goods movement facilities and corridors.
- **Critical mass** – large unconstrained parcels of land are attractive to prospective industrial employers. Generally, a minimum of 80 ha (200 acres) is needed to achieve the critical mass for an industrial park to provide reasonable presence, choice and economies of scale. However, there is demand for industrial areas which focus on warehousing and transportation to be larger, sometimes in excess of 200 ha (500 acres).
- **Parcel size** – should vary to accommodate medium- to large-scale, land-extensive warehousing and distribution facilities (i.e. >2 ha). For smaller to mid-size facilities (i.e. <2 ha.), manufacturing / assembly, distribution and retailing are often integrated within facilities.
- **Location** – must provide efficient and effective vehicular access and circulation, particularly for freight movement including heavy truck traffic, with a minimum of two access points to enter / exit the industrial area.
- **Land use compatibility** – separation and buffering of industrial uses are important to ensure public safety through minimizing noise, odour, truck traffic, and air pollution experienced by nearby non-employment and other sensitive land uses.
- **Market choice** – parcel size, configuration, and servicing (i.e. water, wastewater, hydro, internet) must be conducive for a wide range of employment uses, especially for land extensive industrial uses that may require large-volume high-pressure servicing connections.
- **Competitive development / operating costs** – price of land and servicing must be competitive with other municipalities in the GGH. High costs can discourage prospective employers who require large parcels for operation and storage.

2.2.2 *Business parks*

Business parks typically include light industrial and office uses and require the following physical attributes:

- **Access / exposure** – visibility to controlled access highways or major arterial roadways are desired, particularly for office uses.
- **Critical mass** – parcels must be large enough to foster a sense of place and allow for on-site amenities. Unlike industrial areas, business park uses are less likely to require large contiguous parcels for operation and function.
- **Land use compatibility** – appropriately integrating light industrial uses with nearby non-employment and other sensitive land uses with minimal buffering, providing that potential land-use conflicts are addressed.

- **Employment-supportive uses** – are beneficial when clustered at major intersections, gateway locations, or located within transition areas between light industrial and other non-employment uses.
- **Sense of place / character** – through high-quality building design, streetscaping, and landscaping. These elements can be promoted by municipalities through site plan controls, zoning by-laws, and urban design guidelines.

Physical attributes for industrial areas and business parks are useful in identifying similar employment areas across Niagara and understanding how they compare to the GGH and Southern Ontario.

Detailed findings related to physical and socio-economic market conditions of the Region's employment areas are attached as **Appendix B**.¹

¹ Appendix B reflects the most recently available data from the 2019 Niagara Employment Inventory.

3.0 REGIONAL CONTEXT

3.1 Niagara's context and characteristics

Niagara Region is a two-tiered governance structure, comprised of a single upper-tier municipality and twelve lower-tier local municipalities.

Located on the Niagara Peninsula in Southern Ontario between the southern of Lake Ontario and northern shore of Lake Erie, the region makes up the southern end of the GGH and borders the United States along the Niagara River.

Geographically, Niagara is well-positioned to provide unique location-based benefits for employers in terms of access to international trade corridors and major goods movement facilities. In addition to the Welland Canal that provides a strategic trade corridor for freight, the Region is optimally located to facilitate the movement of goods and people for inter and intra-regional trade and tourism.

Niagara is recognized by Federal and Provincial governments for its advantageous geographic location for international goods movement.

The Federal government recognizes the Region in its entirety as a Foreign Trade Zone Point, meaning that employers can utilize a one-window approach to access Federal, Provincial, and Regional programs that support Canada's export development efforts.

The Foreign Trade Zone Point enables employers located within it to be eligible to receive tariff and tax exemptions with respect to the purchase or importation of raw materials, components or finished goods. Such materials and goods can generally be stored, processed or assembled in the Greater Toronto Hamilton Area (the "GTHA") for re-export (in which case taxes and duties generally would not apply) or for entry into the domestic market, at which time taxes and duties would be deferred until the time of entry.

The Province, through the Growth Plan, recognizes a Gateway Economic Zone and Gateway Economic Centre in Niagara. These areas are distinguished for their unique economic importance to the region and Ontario based on proximity to major international border crossings. There are no other areas in the Province that have these designations.

The Region has specifically identified the Gateway Economic Zone and Gateway Economic Centre and how it serves as a regionally significant employment area within section 3 of the ROP.

3.1.1 *Employment trends*

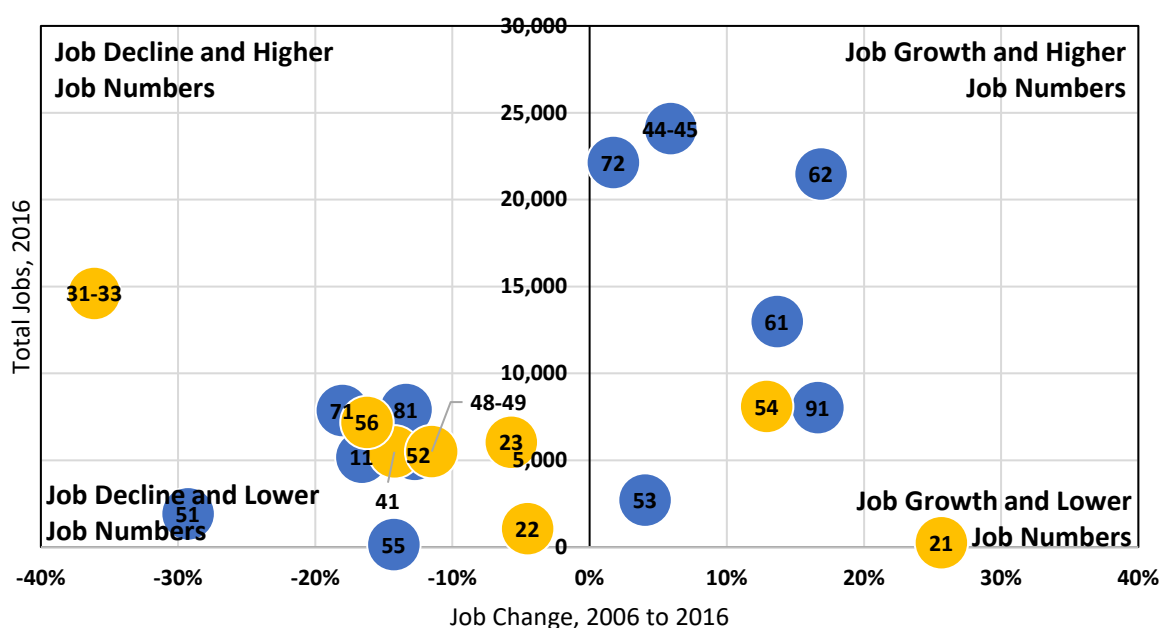
Between 2006 and 2016, Niagara experienced a five percent (5%) decline in total number of jobs. However, not all employment sectors experienced this trend.

Using the North American Industry Classification System (NAICS), pre-defined employment sectors traditionally found in employment lands and employment areas include:

- Mining and oil and gas extraction (21)
- Utilities (22)
- Construction (23)
- Manufacturing (31-33)
- Wholesale trade (41)
- Retail trade (44-45)
- Transportation and warehousing (48-49)
- Professional, scientific and technical services (54)
- Administrative and support, waste management and remediation services (56)
- Health care and social assistance (62)
- Accommodation and food services (72)

Figure 1 illustrates employment sector trends by both the total number of jobs and the change in the number of jobs during the period between 2006 and 2016.

Figure 1: Niagara Region employment in 2016 and employment change from 2006 to 2016 by sector and by place of work.



Source: Statistics Canada, Census of Population, 2006 and 2016.

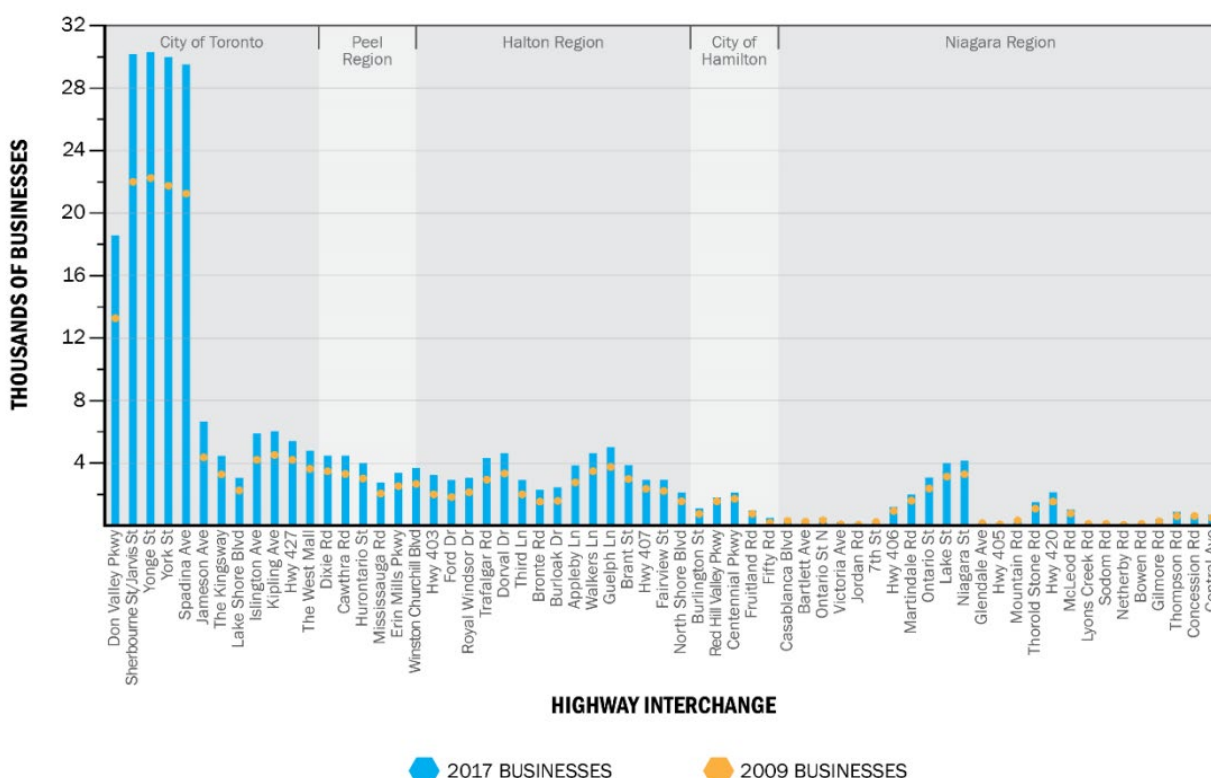
| Legend | |
|------------------------------------------------------|----------------------------------------------------------------------------------|
| 11 Agriculture, forestry, fishing and hunting | 54 Professional, scientific and technical services* |
| 21 Mining and oil and gas extraction* | 55 Management of companies and enterprises |
| 22 Utilities* | 56 Administrative and support, waste management and remediation services* |
| 23 Construction* | 61 Educational services |
| 31-33 Manufacturing* | 62 Health care and social assistance |
| 41 Wholesale trade* | 71 Arts, entertainment and recreation |
| 44-45 Retail trade | 72 Accommodation and food services |
| 48-49 Transportation and warehousing* | 81 Other services (except public administration) |
| 51 Information and cultural industries | 91 Public administration |
| 52 Finance and insurance | * <i>Jobs often found on employment lands</i> |
| 53 Real estate and rental and leasing | |

3.1.2 Locational characteristics

The Region features efficient transportation links to the GTHA market via major goods movement facilities and corridors, including the QEW, 400 series highways (i.e. Highway 406, Highway 420, Highway 405), higher order transit (i.e. GO Rail service), ports (i.e. Hamilton Harbour, Port Weller), airports (i.e. Hamilton International Airport, Niagara District Airport), and the Welland Canal.

Figure 2 illustrates how proximity to the QEW is linked to employment concentrations in the GTHA.

Figure 2: Business counts for Gardiner/QEW Highway Interchanges within three kilometer radius, 2009 and 2017.



Source: Gregory Spencer, *Economic Clusters in the Greater Toronto and Hamilton Area and Their Relationship with the Region's Transportation Infrastructure*, April 2018, Rotman School of Management, University of Toronto, with data from Dun and Bradstreet.

The Region is also involved in several significant transportation initiatives that would further improve access to the GTHA.

The Region continues to consult with the Province for a Niagara-Hamilton Trade Corridor to be established to improve connections to the GTHA and other Southern Ontario markets, such as London and Windsor.

Further, the Region is working with Metrolinx to ensure the successful implementation of year-round daily GO Rail service. Currently, there are existing stations in St. Catharines and Niagara Falls, with a planned station in Grimsby (Casablanca), and a future potential station in Lincoln (Beamsville). The Region continues to advocate for GO service enhancements that will further integrate Niagara with the GTHA and facilitate improved commuter and non-commuter travel.

3.1.3 Land supply characteristics

In 2019, the Region, in consultation with local municipalities, undertook a detailed inventory of its employment lands with the purpose of identifying its employment areas.

Employment areas were identified as clusters of industrial, manufacturing, and major office uses within the Region. Once delineated, each respective local municipality was consulted to confirm these areas based on existing official plan and zoning by-law land use policy.

The identification of employment areas excluded designated employment lands that:

- are occupied by a non-employment use (i.e. residential or commercial);
- have a single operation and is separated from other employment parcels and uses;
- have become vacant brownfield sites and are surrounded by non-employment uses; and
- contain an operation that requires significant mitigation measures and setbacks from high density employment or non-employment uses.

The complete inventory includes approximately 2,300 designated employment parcels totaling 6,550 ha of land, with an average parcel size of 2.6 ha. Of Region's the total employment land, approximately 5,338 ha (82%) are developable. Of developable employment lands, 3,220 ha (60%) have been developed, while the remaining 2,118 ha (40%) are vacant.

The vast majority of vacant employment lands (87%) are located within Gateway Economic Zone and Gateway Economic Centre municipalities, as shown in **Table 1** below:

Table 1: Vacant employment lands within Niagara Economic Gateway municipalities.

| | Niagara Economic Gateway municipality | Vacant employment lands | Total vacant employment lands |
|-------------------------|---------------------------------------|-------------------------|-------------------------------|
| Gateway Economic Centre | Thorold | 643 ha | 1,461 ha |
| | Port Colborne | 427 ha | |
| | Welland | 391 ha | |
| Gateway Economic Zone | Niagara Falls | 242 ha | 388 ha |
| | Fort Erie | 146 ha | |
| | | | 1,849 ha |

The following are land supply characteristics of Niagara's designated employment areas:

- 31 total employment areas.
- 3,593.34 ha of total land within employment areas.
- When accounting natural heritage areas and features, 2,982.12 ha of the total land is developable.
- Of the developable land, 1,999.49 ha (67%) has existing development, while 982.63 ha (33%) remain vacant.
- Average employment area density of 23 jobs per hectare.²

² Based on most recent 2019 Niagara Employment Inventory data.

3.2 Overview of Niagara's employment areas

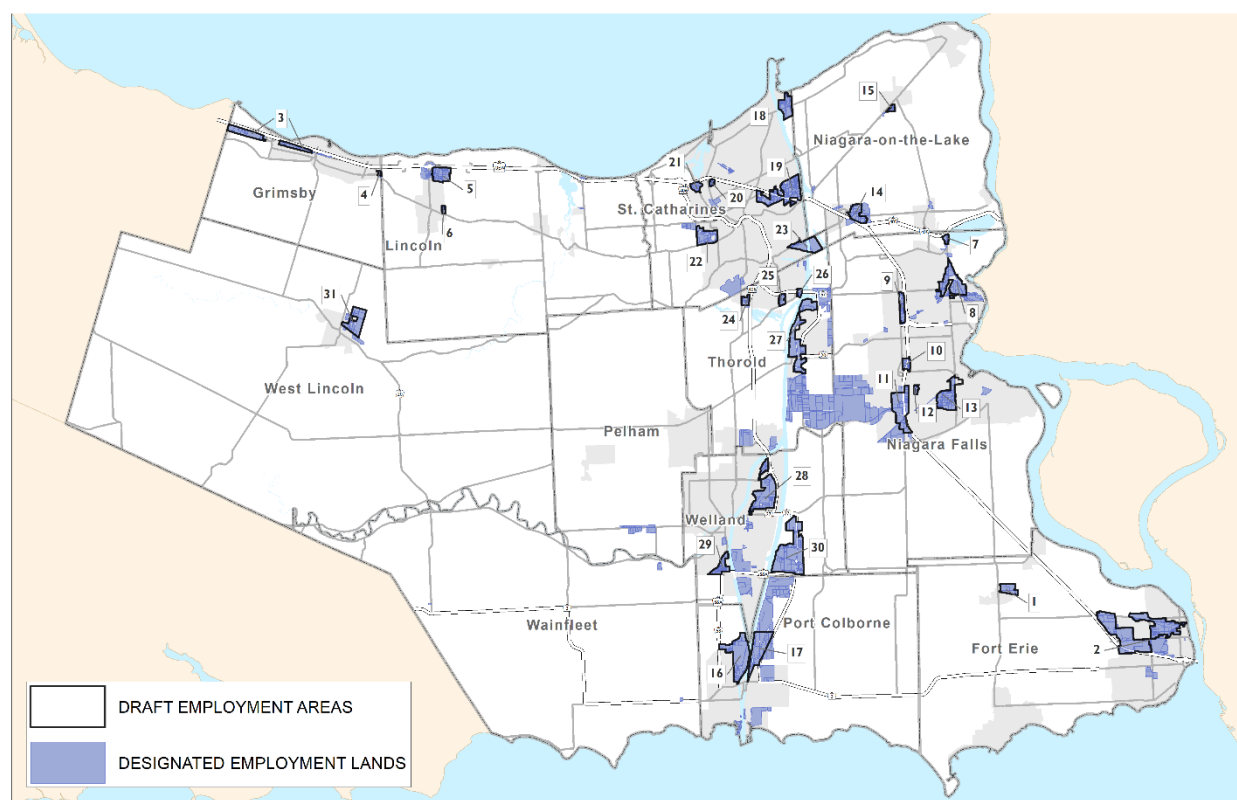
The Region's 31 employment areas vary significantly from one another in terms of physical characteristics (i.e. size, land use, location, age of building stock, built form) and socio-economic market conditions (i.e. vacancies, land value, servicing costs).

The Region's employment areas tend to be located in close proximity to major transportation facilities, particularly major highways including the QEW, Highway 406, Highway 405 and Highway 420. Some employment areas also have direct or potential access to other transportation corridors such as rail corridors and the Welland Canal.

These corridors are attractive to employers that require rail and shipping for inter-regional trade and freight movement. Proximity to these transportation corridors provides enhanced access to the Canada-US border, with nearly all employment areas being located within 70-kilometres from an international border crossing.

A map of the Region's identified employment areas is shown in **Figure 3**. This same visual is shown in **Appendix A**.

Figure 3: Niagara Region's employment lands and employment areas



3.2.1 Land use characteristics

Niagara's employment areas share several commonalities.

- **Transportation and infrastructure** – The majority employment areas are located within 2 kilometres from a Provincial highway that provides direct access to international border crossings

and the rest of the GGH. Several employment areas are located adjacent or in close proximity to border crossings providing opportunities to support transportation and logistics-related employment uses. Employment areas near the Welland Canal have opportunity to support employment uses that rely on shipping and navigation. Several employment areas located in rural settings lack proximate access to major transportation corridors and are serviced solely by Regional and/or local roads (i.e. West Lincoln, Port Colborne, Welland and Thorold).

- **Critical mass** – Employment areas vary from smaller clusters of warehousing and transportation-related uses (approx. 2 ha), to large-scale industrial sites that support major employment generators (up to 300 ha). The majority of employment areas support less than 20 individual parcels; however, there are cases where one large parcel with a single employment use comprises the majority of an employment area (i.e. Jungbunzlaeur site, Port Colborne). The development of larger employment areas is integral to attracting and sustaining industrial and transportation-related employment.
- **Parcel size** – The majority of parcels within employment areas range between 0.2 ha to 2 ha in size. Larger vacant parcels exist however, they are scarce. A parcel's context may influence its viability to certain employers. For example, a parcel may be 2 ha in size, but encumbered by 1 ha of natural heritage features. Therefore, while the parcel is 2 ha in size, only 1 ha can actually be developed. This scenario will arise in several employment areas and presents a challenge when attracting and accommodating future employment uses on smaller parcels due to fragmentation.
- **Land use compatibility** – Many employment areas are surrounded by lands that do not present compatibility issues. In some cases, adjacent major retail and commercial uses provide separation and buffering between the employment area and other sensitive land uses. However, there are instances where employment areas are constrained due to land use compatibility issues. For example, there are employment areas in Fort Erie and Port Colborne that are significantly constrained by natural features including wetlands and woodlots. The presence of natural features can limit the amount of developable employment land and restrict access to major goods movement facilities and corridors.

3.2.2 *Socio-economic market conditions*

An assessment of the Region's employment areas revealed several deliberations that should be further considered:

- **Value proposition** – Niagara continues to gain attention as a relatively affordable and viable alternative for employers—and families—as land values and costs of living in the GTHA increase. More specifically, Niagara is an attractive option to employment sectors that do not require core urban settings and access to a high concentration of professional services to operate / function.
- **Leveraging existing and future transportation infrastructure** – Existing and planned major goods movement facilities and corridors contribute towards offering both existing and new employers with benefiting from improved market access and linkages to supply chains.
- **Technology and employment densities** – Employers are transitioning to emerging technologies (including robotics, automation and high-performance computing) and new process (including rapid prototyping, custom manufacturing and flexibility in output volumes) to develop goods.

Advanced manufacturing presents a challenge when planning for employment lands. Future manufacturing facilities may take up a large amount of space, while requiring fewer jobs with higher wages, as technology displaces production process labour.

- **Prioritization of employment lands** – Recognizing the current over supply of employment lands across the Region and the limited anticipated demand for these types of lands over the short to medium-term planning horizon, it may be prudent to reconsider the nature and mix of uses permitted on these sites. With respect to smaller, more urban and potentially fragmented employment areas, these sites may be desirable locations for a range of more contemporary, high-density employment uses and employment-supportive uses that align with the underlying long-term policy goals and objectives of the Region. This would enable the Region to capitalize on more immediate opportunities for growth and investment as market conditions evolve.
- **Leverage existing industry clusters** – Niagara is well-established as an agricultural hub within Ontario, with existing and prospective agricultural businesses attracted to the area for its existing locational benefits. There is opportunity to continue to build upon this existing employment sector by supporting related industries, such as food-processing, food-related manufacturing (e.g., containers, equipment/machinery) and food sciences (e.g., sustainable crops, food supplements). Similarly, the location of greenhouses and other specialty crops in employment areas present an opportunity to preserve prime agricultural and specialty crop lands.
- **Opportunity for new industry clustering** – Undeveloped employment lands offer flexibility to accommodate new or emerging employment trends. This flexibility is important in responding to evolving market conditions and can be leveraged by the Region through identification in a long-term growth strategy.
- **Investment readiness** – the ease of market entry and the ability for municipalities to respond and accommodate unique requirements of prospective employers is highly valued. Municipalities should focus on equipping employment lands with appropriate land use permissions and ensuring that connections to utilities and municipal servicing are readily available. The Region's significant supply of vacant employment lands can be leveraged as a competitive advantage if these sites are proactively addressed to become shovel-ready for development.

3.3 Relationship to Provincial Land Needs Assessment

Employment areas are based on current designations in local official plans and zoning by-laws and are not based on employment land need requirements to 2041. Rather, the analysis and recommendations from this Strategy will assist in identifying locations that are most suitable for potential employment area conversion or existing area expansion through the land needs assessment.

4.0 POLICY CONTEXT

Ontario's land use planning framework is directed by Provincial policy which guides land use policy documents and instruments at municipal levels.

The following section reviews the applicable policy framework to the Region's employment areas.

4.1 Provincial Policy Statement (2020)

Issued in accordance with section 3(1) of the *Planning Act, 1990*, the Provincial Policy Statement provides policy direction on matters of provincial interest related to land use planning and development. The currently in-force PPS is the PPS (2014). New PPS policies will take effect on May 1, 2020 through the new PPS (2020). In accordance with section 3 of the *Planning Act*, all decisions affecting land use planning matters made after this date shall be consistent with the PPS, (2020). Due to the timing of the Employment Area Strategy and its implementation, the PPS (2020) has been assessed herein.

Employment policies of the PPS (2020) require planning authorities to promote economic development and competitiveness by providing for an appropriate mix and range of employment, institutional and a broader mixed uses. The PPS (2020) also supports facilitating conditions for economic investment by identifying strategic sites for investment, monitoring the availability and suitability of employment sites, including market-ready sites, and seeking to address potential barriers to investment.

The PPS (2020) recognizes the importance of land use compatibility with respect to major facilities and employment uses that may have adverse impacts on adjacent sensitive land uses. Under Policy 1.2.6.1, the PPS (2020) states that major facilities and sensitive land uses shall be planned and developed to avoid, or if avoidance is not possible, minimize and mitigate any potential adverse effects from odour, noise and other contaminants, minimize risk to public health and safety, and to ensure the long-term operational and economic viability of major facilities in accordance with provincial guidelines, standards and procedures. Where avoidance is not possible, the PPS (2020) emphasizes protecting the long-term viability of existing or planned industrial, manufacturing or other uses that are vulnerable to encroachment by ensuring the planning and development of proposed adjacent sensitive land uses are only permitted subject to criteria and where adverse effects to both employment and sensitive land uses are minimized and mitigated.

The PPS (2020) also contains specific policies related to employment areas.

Policy 1.2.6 addresses land use compatibility and provides for new policies directed at further protecting major industry and industrial uses. These policies now require avoidance of any adverse effects and where not possible, minimization and mitigation of effects from odour, noise and other contaminants to ensure the long-term operational and economic viability of *major facilities* in accordance with provincial guidelines, standards and procedures.

Policy 1.2.6.2 also requires planning authorities to protect the long-term viability of existing or planned industrial, manufacturing or other uses that are vulnerable to encroachment by ensuring that the planning and *development* of proposed adjacent *sensitive land uses* are limited.

Policy 1.3.2.1 requires the protection and preservation of employment areas for current and future uses.

Policy 1.3.2.2 permits the assessment of employment areas identified in local official plans during an official plan review or update to ensure that this designation is appropriate. Employment areas planned for industrial or manufacturing are to provide for separation or mitigation from sensitive land uses to maintain operational and economic viability of planned uses and functions.

Policy 1.3.2.3 permits prohibiting residential and other sensitive land uses within employment areas planned for industrial or manufacturing uses to maintain land use compatibility.

Policy 1.3.2.4 permits the conversion of lands within employment areas is through an MCR only where it has been demonstrated that the land is not required for employment purposes over the long term and that there is a need for the conversion.

Policy 1.3.2.5 permits the conversion of lands within existing employment areas to non-employment uses until the next MCR provided the area is not identified as provincially or regionally significant; the land is not required for employment purposes over the long-term; the proposed uses would not adversely affect the overall viability of the employment area; and existing or planned infrastructure and public service facilities are available to accommodate the proposed use.

Policy 1.3.2.6 protects employment areas in proximity to major goods movement facilities and corridors for employment uses that require those locations.

Policy 1.3.2.7 permits planning authorities to plan beyond the 25-year planning horizon for the long-term protection of employment areas, provided the lands are not designated for employment purposes beyond the 25-year planning horizon.

4.2 Growth Plan for the Greater Golden Horseshoe (2019)

Policy 2.2.5.6 of the Growth Plan directs upper- and single-tier municipalities to designate all employment areas in official plans and protect them for appropriate employment uses over the long-term. For greater certainty, the Growth Plan permits the incorporation of employment areas into upper- and single-tier official plans by amendment at any time in advance of the next MCR.

Policy 2.2.5.7 directs municipalities to plan for all employment areas within settlement areas by prohibiting residential use and prohibiting or limiting other sensitive land uses, and prohibiting or establishing a threshold for major retail uses.

Policy 2.2.5.9 establishes the process for converting lands within employment areas to non-employment uses through a MCR where it is demonstrated that certain criteria are met.

Notwithstanding Policy 2.2.5.9 of the Growth Plan, Policy 2.2.5.10 permits lands within existing employment areas to be considered for conversion to non-employment uses provided that there is a demonstrated need for the conversion, and that the proposed uses would not adversely affect the overall viability of the employment area or achievement of the minimum intensification and density targets. Additionally, the conversion would have to maintain a significant number of jobs on those lands through the establishment of development criteria and would not include any part of an employment area identified as a PSEZ.

Policy 2.2.5.18 of the Growth Plan recognizes a Gateway Economic Zone and Gateway Economic Centre near the Niagara-United States border, which are shown on Schedules 2, 5 and 6 to the Plan.

The Gateway Economic Zone and Gateway Economic Centre are recognized for their importance to cross-border trade with the United States.

The Growth Plan defines the Gateway Economic Zone and Gateway Economic Centre, respectively, and limit their application to settlement areas.

4.2.1 *Provincially significant employment zones*

Recent changes to the Growth Plan introduced the concept of PSEZs and initially identified 29 such areas across the GGH. There are currently no PSEZs identified within Niagara.

In the short-term, a PSEZ protects employment areas from conversion prior to a MCR without a more comprehensive assessment approved by the Province.

In the long-term, it is intended to provide the basis of a Regional Economic Development Strategy as areas that will help drive job growth and prosperity.

The Province identified PSEZs by using one or more of the following criteria to evaluate employment areas:

1. Is a designated employment area inside an existing settlement area boundary;
2. Is vulnerable to conversion or encroachment of non-employment uses;
3. Is attractive to new investment, able to retain existing industries, and support industrial uses;
4. Is located near and has access to major goods movement facilities and corridors;
5. Has a high concentration of employment and/or economic output; and,
6. Are contiguous zones and contain large unconstrained developable parcels (e.g. >10 acres).

4.3 Niagara Region Official Plan (2014 Office Consolidation)

The ROP is the guiding planning document for physical, economic, and social development of Niagara.

Policies related to employment are contained in section 3 of the ROP, while policies on conversion of employment to non-employment uses are contained in section 4.E.

Section 3.A provides the general policy framework of the Niagara Economic Gateway.

The vision for the Niagara Economic Gateway is to attract investment and promote employment growth in Strategic Locations for Investment to transform vacant employment lands into a diversified mix of vibrant, attractively designed, accessible and sustainable employment areas.

Through the Region's Phase I Gateway Employment Lands Study, six Strategic Locations for Investment were identified within the Niagara Economic Gateway. These locations are listed in **Table 2** and are intended to be focused areas for employment growth.

Policies 3.A.3.4 to 3.A.3.9 establish a concept for each of the strategic locations which capitalize on their unique geographic and market conditions along with access to major goods movement facilities and corridors.

Additionally, these policies establish a set of land use planning 'tools' for each employment area to implement their respective concepts and generally include the preparation of a master or secondary plan; preparation of supporting plans for servicing and transportation; preparation of urban design guidelines; preparation of an investment strategy to attract target industries; and updating of relevant local plans and policies.

Table 2: Concepts for areas of strategic investment within the Niagara Economic Gateway

| | |
|------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Brock Business Park | The concept for the Brock Business Park Revitalization is to capitalize on market opportunities for research and development and the close proximity to Brock University and Highway 406 by transforming the area into an integrated, mixed use, campus-style setting which caters to incubators, innovator, limited office uses, and related uses. |
| Highway 406 Economic Gateway | The Concept for the Highway 406 Economic Gateway is to capitalize on proximity and access to Highways 140 and 406 by attracting industries in transportation, logistics, warehousing, food processing, advanced manufacturing and wholesale trade activities and other uses set out in the local official plan. |
| Welland Canal Green Manufacturing and Assembly Zone | The concept for the Welland Canal Green Manufacturing and Assembly Zone is to capitalize on proximity and access to the Welland Canal and relative proximity to the 400 series highway network and rail lines by identifying a location for large scale green manufacturing and assembly industries and other heavy industries which require specialized transportation modes. Recognizing the servicing constraints, the Region is supportive of a transitional approach to development, which might include dry industrial development as an interim use. |
| Fort Erie Industrial Park | The concept for the Fort Erie Industrial Park is to capitalize on market opportunities for advanced manufacturing, cross border trade, transportation and warehousing industries. |
| Niagara Falls Priority Investment Area | The concept for the Niagara Falls Priority Investment Area is to capitalize on market opportunities for cross border trade by identifying a location for secure storage, warehousing and logistics facilities in close proximity to a border crossing. These lands include the areas within the Niagara Falls Community Improvement Plan Pilot Project Area. |
| Niagara Falls QEW Business Park | The concept for the Niagara Falls QEW Business Park is to capitalize on long-term opportunities for business and services in close proximity to 400 series highways focusing on manufacturing, warehousing and other employment land uses. |

Policy 3.A.3.3 recognizes the St. Catharines Urban Growth Centre as the primary location for major office uses. The policy notes that office uses within the Gateway Economic Zone and Gateway Economic Centre are to be limited in size and scope.

The ROP also encourages intensification of employment land through policies 3.A.3.10-11, and sets out policies for Community Improvement Plans, master plans and the development permit system in policies 3.A.3.12-15.

Policy 3.A.3.16 states that a similar strategy is to be prepared for non-gateway employment lands.

Through the Region's **Phase II Non-Gateway Employment Lands Study**, six Strategic Locations for Investment are identified across the non-gateway municipalities of Grimsby, Lincoln, West Lincoln, St. Catharines, Niagara-on-the-Lake, Pelham and Wainfleet and are listed in **Table 3**.

Table 3: Concepts for strategic locations for investment outside of the Niagara Economic Gateway.

| | |
|----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Grimsby QEW Corridor Employment Lands | The Grimsby QEW Corridor Employment Lands are established and contain a collection of mixed industrial uses. The concept for the Grimsby QEW Corridor Employment Lands is to promote development and re-development for advanced manufacturing, food processing, research and development, light manufacturing and warehousing uses. The intention is to maintain and support the Town of Grimsby's QEW Corridor Employment Lands, promote intensification, and leverage future redevelopment opportunities associated with Provincial infrastructure investments. |
| Beamsville Industrial Park | The Beamsville Industrial Park contains a mix of employment uses and is situated close to the QEW. The concept for the Beamsville Industrial Park is to support opportunities for agribusiness which is of an industrial nature, food processing, light industrial development, warehousing and logistics type uses. Over time, depending on the timing of future Provincial transit investments, there may be expanded market opportunities for office and other prestige employment uses. |
| Glendale Business Park | The Glendale Business Park is one of Niagara's premier prestige business parks. The concept for the Glendale Business Park is to leverage proximity to Niagara College and the QEW corridor by designating lands for business park development. The Glendale Business Park has an approved secondary plan in place that provides the detailed development vision for the area. |
| The Eastchester Industrial Area | The Eastchester Industrial Area contains several well-established industrial uses and has access to the QEW in St. Catharines. The concept for the Eastchester Industrial Area is to support existing businesses and capitalize on opportunities for transportation, warehousing and logistics, as well as opportunities for light and advanced manufacturing. |
| West St. Catharines Employment Area | The West St. Catharines Employment Area is generally located in one of the City's last remaining clusters of vacant greenfield land. It is in close proximity to the St. Catharines General Hospital, the CN Rail Corridor, and is relatively |

| | |
|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | close to Brock University. The concept for the West St. Catharines Employment Area is to promote development and redevelopment of uses related to research and development, medical and bio-medical manufacturing, bio-sciences and other complementary uses. |
| Port Weller Industrial Area | The Port Weller Industrial Area is located at the north end of the City of St. Catharines, along the Welland Canal. The area is located near existing residential uses and could also benefit from improved transportation connectivity. |

5.0 PLANNING POLICY

MUNICIPAL BEST PRACTICES

5.1 Approaches to employment areas in the GGH

The upper and single-tier municipalities of Durham Region, York Region, Region of Waterloo, Region of Peel, County of Simcoe, City of Hamilton, and City of Toronto were examined to better understand municipal approaches to employment area planning and the identification of strategic employment areas.

Given Niagara's unique location as the only upper- or single-tier municipality within the GGH with direct access to an international border, policy approaches from other Southern Ontario border municipalities (City of Windsor and City of Sarnia) were also examined to better understand the influence of cross-border trade on the identification and protection of employment areas.

Detailed findings of this cross jurisdictional review are in **Appendix C**.

5.1.1 Halton Region

Regional Official Plan Amendment (ROPA 38) was the implementing amendment resulting from Halton's last Official Plan Review, "Sustainable Halton", which was undertaken between 2006 and 2012.

As a result of the Sustainable Halton Background Report Urban Structure, Long-Term Growth Areas, 2007, five strategic employment areas were identified for consideration for long-term protection. The Sustainable Halton review process determined that these employment areas were not considered for residential or urban uses. Identified employment areas are located outside of established urban area boundaries and are contiguous to existing employment lands within urban area boundaries.

ROPA 38 also established a "future strategic employment areas" overlay and policy framework for the long-term protection of potential employment areas given their location in relation to major transportation facilities and existing employment areas. These areas are protected beyond a 20-year horizon.

The future strategic employment area overlay is not a land use designation and does not identify permitted uses.

Policies 139.6 and 139.7 of Halton's ROP protect future strategic employment areas from the encroachment of incompatible uses. Policy 137.9(1) prohibits the conversion of lands within these areas to incompatible uses.

5.1.2 *Region of Waterloo*

The Region of Waterloo Official Plan emphasizes the importance of transportation corridors to the development of employment areas.

Policy 4.A.3 encourages area municipalities to designate and preserve lands within the urban area in the vicinity of existing major highway interchanges, rail yards and the Region of Waterloo International Airport as employment areas, where appropriate.

Policy 4.A.2 supports strategic development of employment areas in the vicinity of the Region of Waterloo International Airport and ensuring that these lands are readily available for development upon bringing them into the urban area.

Within the Planned Community Structure of the Region of Waterloo's Official Plan, two strategic employment areas are identified with unique land use designations: The Prime Industrial / Strategic Reserve and Highway 401 / Regional Road 97 Employment Area.

The Prime Industrial / Strategic Reserve identifies prime industrial lands in the vicinity of the Region of Waterloo International Airport. The purpose of this designation is to ensure an adequate supply of industrial land is available for new large-lot manufacturing or business park uses serviced by a municipal drinking-water supply system and a municipal wastewater system. In this designation, lands are intended to be developed as parcels >8 ha in size.

The Highway 401 / Regional Road 97 Employment Area is intended to provide additional opportunities for employment growth and employment within the Township of North Dumfries. Development within this designation is limited to privately serviced logistics and warehousing uses that require close access to the Highway 401 corridor to efficiently move goods into and out of the region.

5.1.3 *Region of Durham*

While no hierarchy of employment lands is explicitly identified, Durham's ROP places emphasis on protecting transportation corridors for employment uses.

In particular, the Highway 401 and Highway 407 and Regional corridors are identified as areas that attract prestige businesses, including major office and manufacturing uses.

Durham's ROP highlights the importance of future major infrastructure, such as the proposed Pickering Airport and Seaton Community that, while currently not built, represent significant employment opportunities in the future.

Durham's ROP policy 8.1.17 establishes employment areas as areas that provide for the development of industries and businesses that require separation from sensitive land uses. Additionally, these areas are set aside for uses that may require access to major goods movement facilities and corridors or benefit from locating close to similar uses.

Permitted uses within employment areas include manufacturing, assembly and processing goods, service industries, research and development facilities, warehousing, offices and business parks, hotels, storage of goods and materials, freight transfer and transportation facilities.

5.1.4 *York Region*

York Region's Official Plan, 2010 (YROP) identifies and protects "strategic employment lands" consisting of employment lands located in close proximity to existing or planned 400-series highways.

The YROP requires strategic employment lands to be designated for employment uses in local municipal official plans. In total, the YROP identifies seven strategic employment areas.

Four of the York Region's local municipalities (Georgina, Markham, Vaughan and Whitchurch-Stouffville) have existing employment designations that meet the criteria for prime employment areas.

Prime employment areas are characterized by low density employment uses that are in proximity to major goods movement facilities and corridors. The most common uses in prime employment areas are manufacturing, warehousing and logistics.

York Region also undertakes regular inventories of its vacant employment lands. In 2017, the Region had approximately 2,588 net hectares of vacant employment land.

5.1.5 *Region of Peel*

The Region of Peel identifies employment areas designated in local official plans to be protected and for employment uses. Employment areas include lands designated for office and industrial uses, and in the case of the City of Mississauga, include specific corporate centres.

The Region of Peel's Official Plan also provides direction for employment areas to be located adjacent or in proximity to major goods movement facilities. Specifically, areas in the vicinity of the Toronto Pearson International Airport, major highway interchanges and rail yards shall be protected and supported for future employment areas for manufacturing, warehousing and associated retail, office and ancillary uses.

5.1.6 *County of Simcoe*

Amendment 1 to the Growth Plan for the Greater Golden Horseshoe, 2006 introduced policies specific to the County of Simcoe due to the intense development presence resulting in part from the introduction of Growth Plan policies in 2006. The Simcoe Sub-Area is comprised of the County of Simcoe and the cities of Barrie and Orillia. The Simcoe Sub-Area policies establish a framework for sustainable growth in the Simcoe Area to, among other goals, boost job creation in the region. Simcoe Sub-Area policies were retained, with modifications, in the Growth Plan, 2017.

The establishment of strategic employment areas to optimize the Highway 400 corridor and create conditions for investment in manufacturing and related employment uses is identified as a key priority for ensuring sustainable long-term growth. The Growth Plan, 2017 recognizes the Highway 400 corridor as the Simcoe Area's most significant transportation and goods movement corridor and subsequently identified two strategic employment areas along Highway 400 to accommodate clusters of manufacturing and industrial uses that serve major markets.

A clear policy framework is established in the Growth Plan, 2017 and includes criteria for the appropriate size, location, uses and lot sizes within strategic employment areas. Strategic settlement employment areas and economic employment districts are identified as strategic areas for employment growth in the Simcoe Sub-Area.

Strategic settlement employment areas are defined in the Growth Plan, 2017 as *"areas that have been identified by the Minister that are to be planned and protected for employment uses that require large lots of land and depend upon efficient movement of goods and access to Highway 400. These are not settlement areas or prime employment areas. Major retail and residential uses are not permitted."*

Economic employment districts are defined in the Growth Plan, 2017 as *"areas that have been identified by the Minister that are to be planned and protected for locally significant employment uses. These areas are not settlement areas."*

Under Policy 6.4.2, the Minister, in consultation with affected municipalities and stakeholders, determines the location and boundaries of strategic settlement employment areas, and establishes permitted uses and mix of uses, lot sizes and additional policies and definitions that apply to those areas. Local area municipalities are required to delineate strategic settlement employment areas in their official plans and develop official plan policies for their implementation.

The policy framework of the Growth Plan recognizes the need to provide large, continuous, tracts of land in close proximity to major transportation corridors to accommodate specific types of employment uses within the Simcoe Sub-Area, outside of identified settlement areas.

Under policy 6.3.4, the Town of Innisfil, the Town of Bradford West Gwillimbury and the Town of New Tecumseth are to direct a significant portion of population and employment forecasted to the applicable primary settlement areas.

The Simcoe County Official Plan recognizes two strategic settlement employment areas (Lake Simcoe Regional Airport and Rama Road) and two economic employment districts (Innisfil Heights and Bradford West Gwillimbury). Development within these designated areas is to be in accordance with the respective directive issued by the Minister of Infrastructure.

5.1.7 City of Hamilton

The Urban Hamilton Official Plan, 2011 (UHOP) recognizes the importance of older industrial areas and existing and newly developing businesses parks.

The UHOP establishes four employment area designations, each with unique permitted uses and land use policies. The four designations are:

- industrial land;
- business park;
- Airport Employment Growth District (AEGD); and
- shipping and navigation.

These designations recognize a range of employment and provide policy direction on function, permitted uses, and general provisions.

In addition to these employment designations, the UHOP also contains employment area policy goals related to developing new strategic employment areas.

The AEGD Secondary Plan provides for a major business park development which integrates with and complements the existing John C. Munro Hamilton International Airport. The Secondary Plan adds 551 net

developable hectares of employment land to the urban boundary and establishes the following employment area designations:

- airport prestige business;
- airport light industrial;
- airside industrial;
- airport related business; and
- airport reserve.

Designations provide for a wide range of employment, airport-related employment, and limited agricultural uses. Office space is limited within the AEGD to support the Downtown Urban Growth Centre as the pre-eminent centre in Hamilton for commercial and office development.

5.1.8 City of Toronto

The City of Toronto's Official Plan identifies Employment Districts as areas where the employment area land use designations apply.

Parcel and development flexibility is recognized as a key component of employment areas in order to accommodate and respond to changing employment needs of a global economy.

The City's Official Plan promotes a range of parcel and building sizes, locations, and permitted uses, complemented by a mix of supportive accessory retail and services.

Protecting employment areas from adjacent sensitive uses is also a priority. Appropriate buffering and separation is needed to ensure that employment uses can operate and function at full capacity without restriction.

The City's Official Plan also establishes core employment areas and general employment areas.

Core employment areas are geographically located within the interior of employment areas, whereas general employment areas tend to be situated at the periphery of employment areas and along major roads.

Core employment areas are intended to protect core employment uses such as industrial manufacturing, warehousing and transportation facilities from potential limitations caused by encroaching sensitive land uses.

General employment uses, such as retail and service uses, are intended to serve as a gradual transition buffer between core employment areas and non-employment uses.

5.1.9 City of Windsor

The City of Windsor's Official Plan identifies six employment land use designations: Business Park, waterfront port, commercial centre, commercial corridor, future employment area, and industrial.

The primary clusters of employment areas are in close proximity surrounding the Windsor International Airport, the Highway 401 corridor, rail corridors, and waterfront industrial ports.

The City's Official Plan identifies higher order corridors as strategic employment areas. Specifically, section 6.4.2.8 recognizes the Highway 401 corridor for its visibility along an international gateway and requires a high standard of architectural and landscape design for adjacent industrial and business park designations.

The City further identifies future employment areas immediately adjacent to the airport and in proximity to Highway 401 corridor. These areas are to be protected for future employment areas and may not be converted to non-employment uses.

Similar to Niagara, Windsor is also recognized by the Federal government as a Foreign Trade Zone Point. Windsor has a dedicated Economic Development Corporation that provides a one-stop shop for information on Foreign Trade Zone Point policies and programs.

5.1.10 City of Sarnia

The City of Sarnia is located along the Canada-US border, across from Port Huron, Michigan.

The City has a cluster of chemical, petrochemical and refinery-related employers along the St. Clair River, as well as two highway corridor zones — Highway 402 and Highway 40 — identified within the City's Official Plan for employment-related development.

Section 4.7 of the City's Official Plan contains policies related to employment areas and identifies three employment designations:

- heavy industrial;
- light industrial; and
- business park.

The City's Official Plan provides provisions for all employment designations to have access to goods movement facilities.

In particular, policy 4.7.2.4 emphasizes railway access in heavy industrial areas and encourages spur line railway track facilities to expand within this designation. Further, proponents of new development must demonstrate that the development will not preclude future extension and installation of spur lines.

5.2 Criteria for employment areas

A cross jurisdictional review of upper- and single-tier municipalities in Southern Ontario reveals that, in general, employment areas in the GGH are defined by six criteria:

1. CLOSE PROXIMITY TO MAJOR INFRASTRUCTURE

- Located adjacent to or in close proximity to major goods movement facilities and corridors such as airports, provincial highways, rail corridors, higher order transit, ports and border crossings.
- Located in close proximity to key utilities infrastructure such as water, wastewater, hydro, natural gas, and fiber to facilitate quick development and construction of new buildings.

2. ACCESS TO INTER-REGIONAL ECONOMIC MARKETS

- Contain clusters of employment uses that serve a provincial, national or international market.
- Federal and Provincial designations highlight the importance of international trade — specifically the Federally designated Foreign Trade Zone Point and Provincially recognized Gateway Economic Centre and Gateway Economic Zone.

3. LARGE LAND AREAS WITH FLEXIBILITY FOR LAND DEVELOPMENT

- Availability of large, unconstrained, continuous blocks / parcels of land.
- Opportunities to provide a range of sites and uses in terms of size, price, and ownership options.
- Ability to respond to evolving employment needs through flexible functional space.

4. SIGNIFICANT SCALE AND CLUSTER OF EMPLOYMENT ACTIVITY

- Ability to accommodate and support a critical mass of employees, floor space, and total production output.
- Located in close proximity to similar employers, industries, and supply chains.
- Access to skilled trades / labour force.

5. RECOGNITION AND PROTECTION WITHIN LAND USE PLANNING

- Support from municipalities to overcome barriers, facilitate development and investment opportunities, and protect for long-term employment use.
- Protection through official plan policies and zoning by-laws from the encroachment of non-employment and other sensitive land uses.
- Demonstrated need to convert employment to non-employment uses.

6. LOCATIONAL AND FINANCIAL COMPETITIVENESS

- Eligibility for financial incentives (e.g. availability of tax incentives, land contribution).
- Expedited development application processes.
- Amenities and costs of living that contribute to high-quality lifestyles for employees and families.

6.0 ASSESSMENT OF NIAGARA'S EMPLOYMENT AREAS

An assessment of the Region's employment areas, as found in Appendix D, shows both similarities and differences to employment areas identified in other upper- and single-tier municipalities in the GGH. Key observations from the comparative assessment are provided below.

Large supply of vacant employment land

Many GGH municipalities are nearing full build-out of their urban area boundaries and are experiencing growth pressures on designated greenfield areas. This is not the case for Niagara, as the Region has a large supply of vacant residential lands in addition to a significant supply of vacant employment land.

However, the Region's vacant employment land stock does not necessarily mean that employers will develop them. Often, these vacant parcels are constrained by environmental features or lack proper municipal servicing. Parcels can be expensive to service, potentially deterring prospective employers ready to develop.

There is opportunity for the Region to leverage its large supply of vacant employment land by demonstrating investment readiness through removing barriers and risks to development (i.e. equipping parcels with connections to municipal services).

Similar land use permissions

The majority of GGH municipalities share similar employment designations and permissions for industrial areas and business park areas.

Generally, higher concentrations of office uses are directed to core areas, downtowns, and corridors along 400 series highways. This is similar to Niagara — specifically the St. Catharines Urban Growth Centre — where the majority of office-related employment use is directed.

Risk of conversion to non-employment uses

Many GGH municipalities are experiencing a regeneration of employment areas towards mixed-use development. This trend has been a result of increasing land values, residential market demand, and encroaching non-employment uses.

Although Niagara's employment areas have yet to experience these same growth pressures, there are instances where there is risk for conversion of employment uses within employment areas to non-employment uses.

Specifically, this is more likely to occur in Major Transit Station Areas where communities are transitioning from low density residential and traditional employment uses to higher density mixed-use development. For these areas, there is opportunity to intensify and accommodate office and other more-compact employment uses that are more compatible with sensitive land uses.

Opportunity to identify future employment areas

The ROP recognizes the Gateway Economic Zone and Gateway Economic Centre as an important corridor for economic development and international trade with the United States.

There is opportunity to recognize the QEW Corridor as a future employment area capable of supporting employment growth beyond the 2041 planning horizon. This Corridor offers superb access to regional highway infrastructure and direct access to multiple international border crossings in both Niagara Falls and Fort Erie.

This approach would align the Region with other policy approaches across the GGH, as in Halton Region for example, while providing the necessary policy framework to ensure Niagara has an adequate supply of protected employment lands that can support future employment growth and respond to changing market demands and employment typologies.

Several GGH municipalities have employment provisions for lands within and adjacent to airports. Currently, the Region does not identify employment areas for its airports (i.e. Niagara District Airport, Niagara Central Dorothy Rungeling Airport).

There is opportunity for additional Regional policy to protect lands within and adjacent to airports for clusters of economic activities, employment, and associated supportive uses.

Opportunity to designate provincially significant employment zones

The Province currently does not designate any PSEZs in Niagara.

Niagara's unique characteristics including proximity to major goods movement facilities and corridors, direct access to five international border crossings with the United States, a Federally designated Foreign Trade Zone Point, and Provincially recognized Gateway Economic Zone and Gateway Economic Centre should be factored when determining which employment areas may qualify as a PSEZ.

The Region should continue consulting with the Province and its local municipalities to explore the potential of designating certain employment areas as PSEZs.

7.0 STAKEHOLDER ENGAGEMENT

As part of the research for the Strategy, two workshops were held in October 2019 with municipal planners and industry stakeholders.

The purpose of these workshops was to share the preliminary assessment of the Region's employment areas and gather feedback related to employment land planning and development to inform policy recommendations.

Workshop materials are included in **Appendix E**, with summaries of feedback received during both workshops included in **Appendix F**.

Discussed below are general feedback themes considered during the formulation of the Strategy.

Niagara has advantageous locational and infrastructure amenities that are attractive to employers

Participants indicated that Niagara offers excellent amenities that make it an attractive area for employment. Connections to major goods movement facilities and corridors such as the Provincial highways, Canada-United States border crossings, and the Welland Canal were identified as strategic opportunities to leverage economic development.

Future employment areas need to have a strong vision and promote best planning practices

Participants emphasized the importance of having vision for the future of employment lands and the need to harmonize employment with affordable and transit-supportive housing, and low impact development practices for climate resiliency.

Additionally, participants noted that during the identification of future employment areas, these areas should not have to meet all employment area criteria. For example, the area may not be serviced yet; however, has the potential to be serviced.

Municipal processing and timelines for employment-related development applications is burdensome

Participants highlighted that the processing and timelines associated to employment-related development applications is longer and more burdensome than to non-employment applications.

Currently, lengthy employment development processes result in increased development costs and uncertainty with attracting tenants. Concern was also expressed in regards to whether a PSEZ designation would influence the development application process.

The importance of protecting employment from conversion to non-employment uses was also highlighted to ensure the Region's economic well-being and viability for both new and existing employers.

Servicing and infrastructure constraints were also identified as barriers to employment-related development. Some of the Region's employment areas are not municipally serviced, impeding the development process and limiting viability of employment lands. Feedback recommended that the Region create a clear short- and long-term vision for its employment areas.

Employment areas must be flexible to accommodate evolving employment trends and practices

Participants highlighted the changing nature of employment towards more flexible work arrangements.

This trend relates to the increasing number of small and medium-sized firms engaged in innovation and development in the Region, who have a specific set of workplace needs.

Participants suggested that the Region's approach to employment area planning should incorporate elements of flexibility, where appropriate, and recognize that in certain cases non-employment uses can exist in harmony with employment uses.

The introduction of employment-supportive uses should be context-sensitive to ensure compatibility with existing and planned employment uses.

Institutional infrastructure should be permitted within employment areas

Participants identified opportunity for the Region to expand its human capital of young professionals and educated population with knowledge-based jobs.

Participant feedback suggested that knowledge-based employment should be located close to residential communities in order to attract and retain growth.

Further, it was suggested that the Region explore expanding its permitted uses in employment areas to include institutional infrastructure, such as post-secondary institutions, health care centres, and government facilities. These types of facilities offer knowledge-based job opportunities and can be developed with transit-supportive densities.

Participants encouraged the Region to continue working with local municipal partners to improve population-services such as public transit, social, and community amenities to maintain Niagara as a great place to live and work.

Access to a diverse human capital is critical to attracting employers

Human capital (i.e. skilled labour force) was highlighted as a large contributing factor to the attractiveness of Niagara as a place for prospective employers. Further, permitting and supporting institutional infrastructure such as post-secondary institutions and health care centres was recommended for inclusion into employment areas.

Parcels within employment areas must be shovel-ready

Participants expressed a desire for municipalities to identify and remove encumbrances to employment parcels.

Parcels should be equipped with municipal servicing connections and have accurate mapping of on-site constraints, including natural heritage features and soil conditions.

Participants recommended that municipalities reduce the risks of development as much as possible to enable a rapid response to prospective employers and changes in market demand.

Municipal employment conversion criteria should distinguish clear eligibilities and protections

Participants noted that municipal development conversion criteria should differentiate significance between Provincial, Regional, and local employment uses.

Some recommended that criteria should contain stronger restrictions to convert within PSEZs and future employment areas, with lesser restrictions for employment areas and employment lands.

It was also suggested that the ability to convert employment parcels within employment areas be relative to the site-specific considerations used for their inclusion within the area.

8.0 DRAFT

RECOMMENDATIONS AND STRATEGIC POLICY DIRECTION

The following section outlines a draft policy framework based on the study analysis and findings for consideration to be integrated into the Region's ROP.

These recommendations are based on:

- The assessment of the Region's current employment areas;
- A review of municipal planning practices across the GGH, including the development of identification criteria for strategic employment areas and corridors;
- Municipal staff and industry stakeholder input; and,
- Recent approved and proposed Provincial land use policy changes and the current Provincial and Regional planning framework.

Employment areas

Employment areas should be identified and protected for large employment generators and land-extensive employment uses. These areas are intended to support large-scale industrial uses and prestige businesses including major business headquarters and offices.

Access to major goods movement facilities and corridors should be prioritized, along with proximity and access to international border crossings and inter-regional trade corridors.

Employment areas should be incorporated into the ROP by way of a Schedule that identifies the boundaries of each area.

Supportive policy language should also be provided to highlight the goals and objectives for these areas, as well as how they are to be addressed in advance of or during the Region's next MCR.

Employment lands

Employment lands are intended to support smaller employment uses and clusters. Employment lands outside of employment areas will predominantly continue as local employment centres or single parcels that possess a particular employment use (e.g. automobile-related services).

The Region should continue to collaborate with local municipalities to refine employment land policies for lands outside of employment areas.

Permitting employment-supportive uses in employment areas

The Region should consider including provisions within the new ROP for employment land and employment area policies that permit for employment-supportive uses in certain areas.

The intent is to permit clusters of employment-supportive uses at intersections, gateway locations, or transitional areas to enhance the locational attributes and competitiveness of mixed-use urban employment areas.

Consider identifying and protecting future employment areas

In planning beyond the 2041 horizon, it is important that the Region also proactively identify and protect future employment areas through the ROP. Future employment areas protect lands that can accommodate future employment uses in strategic locations based on the “criteria for employment areas” listed in section 5.2 of this Strategy.

Based on the common characteristics of employment areas within the GGH, it is recommended that a future employment area(s) be identified within municipalities that have an airport or have the Provincial Gateway Economic Zone and Gateway Economic Centre designation, as these represent the greatest opportunities for long-term employment growth and investment.

Future employment areas policies in the new ROP should:

- Prohibit the conversion of employment lands within future employment areas to non-employment uses.
- Direct local municipalities to include provisions in official plans and zoning by-laws that protect employment land within future employment areas.
- Require any identified potential future employment areas be considered through the Region’s MCR process.

The identification of a future employment area should require the delineation of exact boundaries and creation of a concept plan for the area.

Concept plans should contain analysis that examines environmental systems and features, existing and planned municipal servicing, and transportation infrastructure that will affect future employment-related development within the strategic employment area.

Future employment areas should be continuously assessed and monitored to determine whether they need to be protected for future employment uses.

Opportunity to plan for intensified employment uses

There is opportunity to grow office and knowledge-based employment in Niagara.

The Region should consider identifying locations for higher employment densities in the form of major office developments with permitted employment-supportive uses. Locations should be in close proximity to higher order transit and retrofit existing building stock where possible.

While it may take a significant amount of time before higher density employment materializes, the Region and its local municipalities should protect opportunities for higher density employment from lower density uses.

The Region's new ROP should specify employment targets for each identified employment area, excluding future employment areas.

Establish minimum density targets for employment areas

The Region, in consultation with local municipalities, are required to establish minimum density targets for each Employment Area. Densities are to reflect the current and anticipated type and scale of employment that characterizes the employment area to which the target applies.

Identification of minimum densities targets will assist in directing employment growth and development to locations most suitable based on employment type.

Opportunity to identify provincially significant employment zones

The Region, in consultation with local municipalities, should continue to consult with the Province to identify PSEZs in Niagara, if any.

The PSEZ designation provides the strongest restrictions in regards to converting employment to non-employment uses.

The Region and its local municipalities should work together to create criteria that clearly distinguishes eligibility for all lands – regardless of their designation for employment or non-employment uses – that would qualify for consideration towards becoming recognized as a PSEZ.

Availability of connections to servicing and infrastructure

Prospective employers seek sites that offer a predictable, low-risk development application approvals process and can be developed in a timely manner.

Available connections to municipal servicing and infrastructure should improve the overall marketability of vacant employment area parcels.

The Region and its local municipalities must work together to prioritize efforts to ensure that employment areas are equipped with municipal servicing, utilities, and convenient access to major goods movement facilities and infrastructure.

These efforts should enhance investor confidence through offering a degree of certainty in regards to expectations of when existing un-serviced vacant parcels can be developed.

9.0 CONCLUSIONS

This Strategy provides the context, supporting background information and analysis to develop objectives and a policy framework for Niagara's new ROP.

Recommendations in this Strategy are based upon a comprehensive assessment of the Region's employment areas in respect of existing physical characteristics and socio-economic market conditions that define employment areas across the GGH, as well as municipal and stakeholder input

In reviewing the Region's employment areas, it was revealed that a large diversity exists with respect to employment area location, size, configuration and economic output.

Overall, the Region's employment areas are easily accessible to major goods movement facilities and corridors. Further, the Region's close proximity to the Canada-United States border, Federal designation as a Foreign Trade Zone Point, and Provincial recognized Gateway Economic Zone and Gateway Economic Centre enhances its competitive edge to attract prospective employers.

However, several of the Region's employment areas are constrained by barriers to development. These constraints include parcels that are small, irregular in size; parcel fragmentation due to the presence of natural environmental features; an absence of municipal servicing / utility connections; and, existing land use compatibility issues with adjacent non-employment uses.

Using the common criteria of employment areas in the GGH, assessment of the Region's employment areas and recommendations of this Strategy, employment areas will be further refined (conversions and expansions) for input into the new ROP.

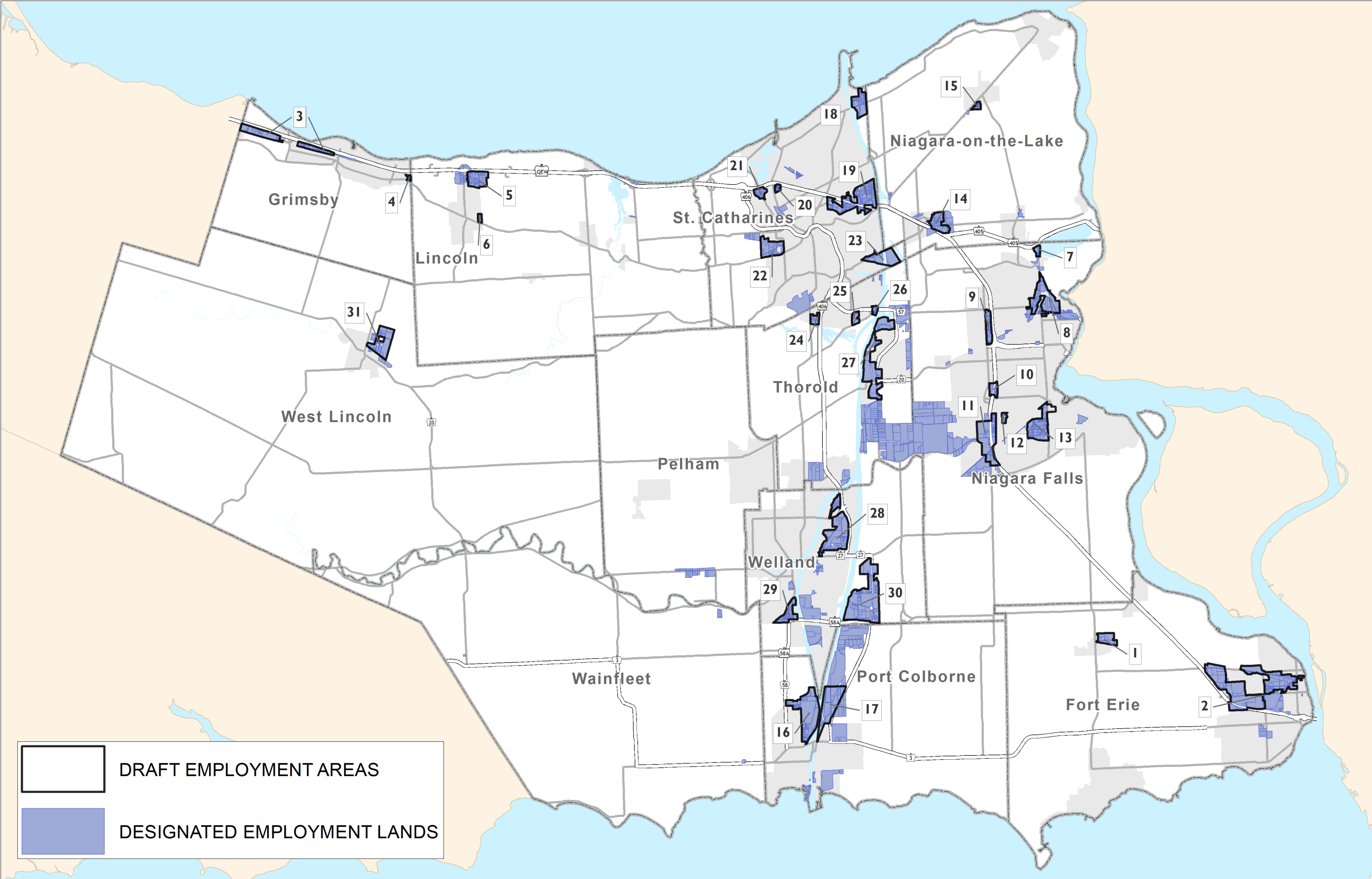
Draft recommendations of this Strategy include general policy direction that the Region should consider when drafting employment area policies for the new ROP.

The recommendations of this Strategy should be further refined through consultation between the Region and its local municipalities.

Appendix A

Niagara Region employment lands and employment areas

Appendix A: Niagara Region's employment lands and employment areas



Appendix B

Physical and market review of Niagara Region's employment areas

Appendix B: Physical and market review of Niagara’s employment areas (refer to Appendix A for employment area mapping)

| Identification | | Physical Context | | | | Policy Context and Classification | | | | Qualitative Assessment | |
|----------------------|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Map # / Code | Employment Area | Location and Gross Developable Area (GDA) | Physical Characteristics | Building/Development Characteristics | Access and Infrastructure | Policy Classification | Industrial Area Attributes | Business Park Attributes | Other Attributes | Strengths/Opportunities | Weaknesses/Constraints |
| | | | Lot sizes Topography Environmental Constraints | Building stock, sizes, age of buildings, employment density | Serviced Highway Access Other access (rail, water, airport); Planned capital projects | Land Use Designation in Local Area Official Plan | Access Transportation and Infrastructure Critical mass Parcel size Land use compatibility Market choices | Access Critical mass Minimal buffers Land use compatibility Employment supportive uses Concentration of like industries/sectors | Access to labour, transit, institutions, mix of uses, financial incentives | | |
| (1) Fort Erie | Stevensville Industrial Park | <ul style="list-style-type: none">Close proximity to Stevensville Road (Regional Road)42.49 ha GDA | <ul style="list-style-type: none">Range of parcel sizes from 1-16 hectares to accommodate different employment usesRelatively small employment area with <10 parcels available for developmentSignificant environmental constraints northwestern portion | <ul style="list-style-type: none"><10 buildings located within employment areaRange in building footprint from approx. 500 m² to 13,500m²Employment density of 12 jobs per hectare | <ul style="list-style-type: none">Employment area is servicedRail corridor located to south of employment areaLocated approx. 3 kilometres from closest highway interchange (Netherby Road and QEW) | <ul style="list-style-type: none">Industrial | <ul style="list-style-type: none">Transportation and Infrastructure (rail and regional roads)Parcel size (small and large-scale facilities)Location (2 access points from adjacent roads)Market choice (small and large parcels)Land use compatibility | <ul style="list-style-type: none">Access (QEW) | <ul style="list-style-type: none">Located in strategic location for investment (Gateway CIP) | <ul style="list-style-type: none">Potential for rail access along southern portion of employment area | <ul style="list-style-type: none">Entire employment area lacks direct access/exposure to QEW (approx. 3 kilometres to Netherby Road interchange)Relatively isolated from other amenities and urban areasSmall size of employment area cannot accommodate significant scale of employment uses |
| (2) Fort Erie | Fort Erie Industrial Park | <ul style="list-style-type: none">Close proximity to Canada/US border crossing at Peace Bridge332.00 GDA | <ul style="list-style-type: none">Significant environmental constraints (designated as environmental conservation/ protection) located throughout employment areaSensitive land uses such as urban residential in close proximity to northern and portions of employment areaParcels are fragmented and/or irregularly shapedAverage parcel size of approx. 3.1 hectares | <ul style="list-style-type: none">Variety of land sizes/parcel sizesSignificant portions of vacant employment, especially in the northern portion (approx. 190 hectares)Employment density of 9 jobs per hectareCompetitive land prices | <ul style="list-style-type: none">Close proximity to Peace Bridge international border crossing (approx. 3 kilometres)Direct access/exposure to QEW (Gilmore, Thompson, Bowen interchanges)Direct access/potential for expanded rail access along northern portion of employment areaEmployment Area fully or partially serviced; no upgrades to Regional water/sanitary services anticipated | <ul style="list-style-type: none">Industrial | <ul style="list-style-type: none">Access (QEW)Transportation and Infrastructure (highway, rail)Critical mass (~300 ha)Parcel size (small and large-scale facilities)Location (multiple access points from regional/provincial highways)Market choice (small and large parcels) | <ul style="list-style-type: none">Access (QEW)Critical mass | <ul style="list-style-type: none">Located in strategic location for investment (Gateway CIP) | <ul style="list-style-type: none">Very close proximity to Canada/US border (less than 5 km) presents opportunities for cross-border tradeWell connected by transportation infrastructure; opportunities for enhanced connectivity with local road improvements; allows for specialized transportation needsCapitalizes on opportunity for advanced manufacturing, transportation/warehouse using, logistics industries | <ul style="list-style-type: none">Fragmented nature of parcels may limit potential of employment uses/create difficulty in attracting desired end usersEmployment lands within the Employment Area are separated from one another by wetlands/significant woodlots |
| (3) Grimsby | Grimsby West QEW Employment Area | <ul style="list-style-type: none">Location in western portion of Niagara Region provides closest proximity to GGH/rest of OntarioClose proximity to Provincially Significant Employment Zone #25 (Hamilton Portlands)109.10 ha GDA | <ul style="list-style-type: none">Large range in parcel size from 0.3-29 hectares able to accommodate range of employment usesRelatively high employment density of 31 jobs per hectare | <ul style="list-style-type: none">Building stock construction year rages from 1972 to 2015; median 1988Median rentable building area: 47,577 m² (western portion); 21,580 m² (eastern portion)Built form is generally low-rise, 1-2 storeys; warehouse-style buildings; typical range in building footprints from 900 m² to 33,000 m²Relatively high employment density of 43 jobs per hectare | <ul style="list-style-type: none">Fully serviced land; majority of vacant land is serviced by municipal infrastructureDirect access and exposure to QEW (direct exposure to highway corridor along South Service Road)Several capital projects/infrastructure improvements planned in the area including major and minor streetscape improvements along South Service Road and Industrial Drive | <ul style="list-style-type: none">Employment AreaEmployment Area – Office (Grimsby GO Secondary Plan) | <ul style="list-style-type: none">Access (QEW)Transportation and infrastructure (highway, rail)Parcel size (small and large-scale facilities)Location (multiple access points from local roads/provincial highways) | <ul style="list-style-type: none">Access (QEW)Minimal land use buffersCharacter (streetscapes, landscaping) | <ul style="list-style-type: none">Close proximity to planned Grimsby GO stationAccess to labour forces from both Niagara Region and Hamilton/Halton Region | <ul style="list-style-type: none">Direct access/high visibility along QEW and close location to the GTHA is unique feature amongst other Employment Areas; opportunity to capitalize on close proximity to GTHAClose proximity to proposed Grimsby GO station, with major street/public realm improvements planned along South Service Road; opportunity to attract prestige businesses to the area | <ul style="list-style-type: none">Parcels are limited by hard boundaries including QEW to the north and rail corridor to the south; employment area is relatively narrow and has an average width of approx. 150 metresSurrounding non-compatible land uses (e.g. residential/commercial) constrain expansion of Employment Area and may limit full viability of certain employment usesLimited land supply presents challenge for future intensification |
| (4) Grimsby | Grimsby East QEW Employment Area | <ul style="list-style-type: none">Located in close proximity to QEW (within 2-3 kilometres)Location in western portion of Niagara Region provides closer | <ul style="list-style-type: none">Minimal environmental constraints/limitationsGenerally flat topographyAbutted by agricultural, residential (low/medium density), | <ul style="list-style-type: none">Relatively high employment density of 51 jobs per hectareMajority of parcels are vacant and open for development | <ul style="list-style-type: none">Fully serviced land; majority of vacant land is serviced by municipal infrastructureDirect access and exposure to QEW (direct exposure to highway | <ul style="list-style-type: none">Employment Area | <ul style="list-style-type: none">Access (QEW) | <ul style="list-style-type: none">Access (QEW)Minimal land use buffersEmployment-supportive uses (transition between | <ul style="list-style-type: none">Access to labour forces from both Niagara Region and Hamilton/Halton Region | <ul style="list-style-type: none">Direct access/high visibility along QEW and close location to the GTHA is unique feature amongst other Employment Areas; opportunity to | <ul style="list-style-type: none">Relatively small employment area with approx. 10 parcels available for development |

| Identification | | Physical Context | | | | Policy Context and Classification | | | | Qualitative Assessment | |
|--------------------------|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Map # / Code | Employment Area | Location and Gross Developable Area (GDA) | Physical Characteristics | Building/Development Characteristics | Access and Infrastructure | Policy Classification | Industrial Area Attributes | Business Park Attributes | Other Attributes | Strengths/Opportunities | Weaknesses/Constraints |
| | | | Lot sizes Topography Environmental Constraints | Building stock, sizes, age of buildings, employment density | Serviced Highway Access Other access (rail, water, airport); Planned capital projects | Land Use Designation in Local Area Official Plan | Access Transportation and Infrastructure Critical mass Parcel size Land use compatibility Market choices | Access Critical mass Minimal buffers Land use compatibility Employment supportive uses Concentration of like industries/sectors | Access to labour, transit, institutions, mix of uses, financial incentives | | |
| | | proximity to GGH/rest of Ontario <ul style="list-style-type: none">6.22 ha GDA | commercial and institutional land uses (Niagara West YMCA) | <ul style="list-style-type: none">Building footprint average approx. 900 m² | corridor along South Service Road) <ul style="list-style-type: none">Rail corridor bi-sects Employment Area; opportunity for access/expanded access to corridor | | | commercial/residential uses) | | capitalize on close proximity to GTHA | <ul style="list-style-type: none">Limited exposure/visibility from highwayIn close proximity to sensitive land uses to the south and west (residential uses/institutional uses such as Niagara West YMCA) |
| (5) Lincoln | Beamsville QEW Industrial Park | <ul style="list-style-type: none">Close proximity to Ontario Street (regional road)Strategic location as a "gateway" to Town of Lincoln from the QEW74.78 ha GDA | <ul style="list-style-type: none">Number of environmental constraints located along eastern portion of Employment Area and throughout interior (e.g. significant woodlots)Range in parcel sizes and layout from 0.3-4 hectares, but parcels are still relatively small | <ul style="list-style-type: none">Relatively high employment density at 29 jobs per hectareApprox. 45% of parcels are vacant and available for developmentRange in building footprint sizes from 400 m² to 23,000 m²Built form typically low-rise, 1-storey warehousing buildings with significant portions of outdoor storage | <ul style="list-style-type: none">Features direct access from QEW (via Ontario Street interchange)Number of properties along south portion of QEW have direct exposure/significant highway visibilityClose proximity to rail corridor/opportunities for expanded access to railMajority of vacant parcels are serviced (approx. 72%) | <ul style="list-style-type: none">IndustrialBeamsville GO Transit Station Secondary Plan | <ul style="list-style-type: none">Access (QEW)Location (3 access points)Critical massLand use compatibilityParcel sizes (small and mid-size facilities)Market choice (range in parcel sizes) | <ul style="list-style-type: none">Access (QEW)Land use compatibilityEmployment-supportive uses (agricultural uses) | <ul style="list-style-type: none">Located east of a future potential GO Station site | <ul style="list-style-type: none">Direct access/exposure to QEWPotential for rail access along southern portion of employment areaClose proximity to proposed Grimsby Go StationClose proximity to existing agricultural uses presents opportunities to support value added/ancillary uses in agri-business and food processing sectors | <ul style="list-style-type: none">Portions of employment area limited by environmental constraintsLimited supply of available land presents challenge for large-scale development/employment uses |
| (6) Lincoln | Lincoln King Street/Bartlett Road Employment Area | <ul style="list-style-type: none">Relatively small employment area (<10 employment parcels available for development)9.06 ha GDA | <ul style="list-style-type: none">Relatively small parcel sizes ranging from 0.3-2.5 hectaresNo major environmental constraints identified within Employment Area; stream and wooded area located along western edge of Employment Area | <ul style="list-style-type: none">Employment density of 8 jobs per hectareBuilt form characterized by low-rise, 1 storey warehouse-type buildingsBuilding footprints range from approx. 700 m² to 2,500 m² | <ul style="list-style-type: none">Located along regional road (Bartlett Avenue)Located approx. 3.5 kilometres south of nearest highway interchange (Ontario Street); no direct access via regional road | <ul style="list-style-type: none">Industrial | <ul style="list-style-type: none">Parcel size (small and mid-size facilities) | <ul style="list-style-type: none">Minimal land use buffers | <ul style="list-style-type: none">n/a | <ul style="list-style-type: none">Close proximity to Beamsville urban centre provides additional amenities to employment usesProximity to agricultural-related uses presents opportunity to capitalize on agri-business, food processing and culinary related employment uses | <ul style="list-style-type: none">No direct access to QEW (approx. 3.5 kilometres to closest interchange at Ontario Street)Non-compatible land uses to north, west and south (residential, environmental, institutional) may limit viability of certain employment usesSmall size of Employment Area/limited number of parcels limits opportunity to sustain critical mass of employment |
| (7) Niagara Falls | Niagara Falls Highway 405 Employment Area | <ul style="list-style-type: none">Located along urban boundary – expansion may require 2-3 years through MCR processLocated near Queenston/Lewiston border crossing914.67 ha GDA | <ul style="list-style-type: none">Range in parcel size from 0.5 - 7.5 hectares (although still relatively small parcel sizes overall) | <ul style="list-style-type: none">Relatively low employment density 8 jobs per hectare)Building typology defined by low-rise, 1 storey warehousing buildings; significant presence of outdoor storage facilities | <ul style="list-style-type: none">Close proximity to Highway 405 via Stanley Avenue (but relatively poor exposure/visibility)Fully serviced Employment AreaVery close proximity to Queenston international border crossing (approx. 3.5 kilometres) | <ul style="list-style-type: none">Industrial | <ul style="list-style-type: none">Access (Hwy 405)Transportation and infrastructureParcel size (small to large scale facilities)Land use compatibilityMarket choice (small and large parcels) | <ul style="list-style-type: none">Access (Hwy 405) | <ul style="list-style-type: none">Located in strategic location for investment (Gateway CIP) | <ul style="list-style-type: none">Close proximity to Queenston international border crossing (approx. 3.5 kilometres) presents opportunity to capitalize on cross-border trade/logistics employment usesGood connectivity via 400-series highway is an attractive attribute to a range of employment uses | <ul style="list-style-type: none">Located along urban boundary – expansion may require 2-3 years through MCR processRelatively small size of Employment Area limits potential to support critical mass of employment uses |

| Identification | | Physical Context | | | | Policy Context and Classification | | | | Qualitative Assessment | |
|---------------------------|----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Map # / Code | Employment Area | Location and Gross Developable Area (GDA) | Physical Characteristics | Building/Development Characteristics | Access and Infrastructure | Policy Classification | Industrial Area Attributes | Business Park Attributes | Other Attributes | Strengths/Opportunities | Weaknesses/Constraints |
| | | | Lot sizes Topography Environmental Constraints | Building stock, sizes, age of buildings, employment density | Serviced Highway Access Other access (rail, water, airport); Planned capital projects | Land Use Designation in Local Area Official Plan | Access Transportation and Infrastructure Critical mass Parcel size Land use compatibility Market choices | Access Critical mass Minimal buffers Land use compatibility Employment supportive uses Concentration of like industries/sectors | Access to labour, transit, institutions, mix of uses, financial incentives | | |
| (8) Niagara Falls | North Niagara Falls Secure Storage Employment Area | <ul style="list-style-type: none">Located in close proximity to Whirlpool Bridge border crossing172.89 ha GDA | <ul style="list-style-type: none">Range in parcel sizes from 0.4 to 15.5 hectaresLimited environmental constraints | <ul style="list-style-type: none">Competitive land pricesEmployment density of approx. 11 jobs per hectareSignificant portions of vacant employment land (esp. within eastern portion of Employment Area) | <ul style="list-style-type: none">Close proximity to international rail crossing at Whirlpool rail bridgeClose proximity to Queenston (approx. 6 kilometres) and Rainbow International Bridge (approx. 4.5 kilometres)Potential for rail access throughout Employment AreaAccess to 400 series highwayAccess to full municipal servicesSeveral capital infrastructure improvements planned in the immediate area | <ul style="list-style-type: none">Industrial with portions under Special Policy Area 62Industrial with portions under Special Policy Area 62 | <ul style="list-style-type: none">Transportation and infrastructure (international rail crossings)Parcel sizes (small to large scale facilities)Market choice (range in size and shape of parcels)Critical massLocation (multiple access points) | <ul style="list-style-type: none">n/a | <ul style="list-style-type: none">Located in strategic location for investment (Gateway CIP) | <ul style="list-style-type: none">Close proximity to Whirlpool international border crossing (approx. 3.5 kilometres) presents opportunity to capitalize on cross-border trade/logistics employment usesProximity to border crossing and rail access presents opportunity for specialized employment uses including secure storage of cross-border goods; Whirlpool bridge limited to rail traffic and NEXUS cardholders; opportunity for development of rail-based goods storage facilities | <ul style="list-style-type: none">Fragmented/irregular land patterns and shape of parcels may present issues in attracting certain employment uses/optimizing employment lands |
| (9) Niagara Falls | Niagara Falls QEW/420 Employment Area | <ul style="list-style-type: none">Centrally located in City of Niagara Falls, in close proximity to both QEW and Highway 42053.28 ha GDA | <ul style="list-style-type: none">Surrounded by sensitive land uses in close proximity to the west of employment area (residential)Range in lot sizes from 0.2 to 3.5 hectares | <ul style="list-style-type: none">Built form characterized by low-rise 1-storey warehousing buildingsSignificant portions of outdoor storage throughout Employment AreaEmployment density of approx. 25 jobs per hectare | <ul style="list-style-type: none">Direct access/exposure to QEW; close proximity to Highway 420Close proximity to Rainbow international bridgePotential for rail access along southern portion of employment area | <ul style="list-style-type: none">Industrial | <ul style="list-style-type: none">Access (QEW)Parcel sizes (supports small to mid-size facilities)Market choice (range in parcel sizes) | <ul style="list-style-type: none">Access (QEW)Minimal land use buffers | <ul style="list-style-type: none">Located in strategic location for investment (Gateway CIP) | <ul style="list-style-type: none">Close proximity to international border crossings presents opportunity to capitalize on cross-border trade/logistics employment usesAdequate buffering from sensitive land uses (e.g. residential) presents opportunity to support employment uses that require more stringent land use compatibility | <ul style="list-style-type: none">Limited size of Employment Area/constraints of adjacent non-compatible land uses limits ability to support critical mass of employment uses |
| (10) Niagara Falls | Niagara Falls QEW Centre Employment Area | <ul style="list-style-type: none">Centrally located in City of Niagara Falls, in close proximity to QEW24.56 ha GDA | <ul style="list-style-type: none">Range in lot sizes from 0.2 to 2.7 hectares | <ul style="list-style-type: none">Supports relatively high employment density (51 jobs per hectare)Built form characterized by low-rise 1-2 storey warehousing and storage buildings, office/industrial buildings | <ul style="list-style-type: none">Direct access/exposure to QEWClose proximity to international border crossings | <ul style="list-style-type: none">Industrial | <ul style="list-style-type: none">Access (QEW)Land use compatibilityLocation (dedicated access points separated from non-employment uses)Parcel sizes (supports small to mid-size facilities)Market choice (rectangular lots to support range of uses) | <ul style="list-style-type: none">Access (QEW) | <ul style="list-style-type: none">Located in strategic location for investment (Gateway CIP) | <ul style="list-style-type: none">Close proximity to international border crossings presents opportunity to capitalize on cross-border trade/logistics employment uses | <ul style="list-style-type: none">Relatively small employment area (bounded by Hydro Canal to the east and Kinsman Court to the west (only one parcel deep on either side of highway, approx. depth of 150 metres); limited potential to support critical mass of employment usesMany non-compatible uses (e.g. retirement centre, recreational uses) located throughout Employment Area limited viability of employment operations |
| (11) Niagara Falls | Niagara Falls QEW South Employment Area (Grassy Brook Business Park) | <ul style="list-style-type: none">Centrally located in City of Niagara Falls, in close proximity to QEW | <ul style="list-style-type: none">Employment lands located to west of QEW/north and south of Grassy Brook Road | <ul style="list-style-type: none">Built form generally characterized by low-rise 1-2 storey warehousing buildings | <ul style="list-style-type: none">Direct access/exposure to QEW | <ul style="list-style-type: none">Industrial with portions within the Garner South Secondary Plan | <ul style="list-style-type: none">Access (QEW)Critical mass | <ul style="list-style-type: none">Access (QEW)Employment-supportive uses (large retail pads to north of | <ul style="list-style-type: none">Adjacent to future Niagara South Hospital siteLocated in strategic location for | <ul style="list-style-type: none">Direct access to QEW/close proximity to international border crossings and central Niagara Falls | <ul style="list-style-type: none">Significant portions of employment area limited by environmental constraints along |

| Identification | | Physical Context | | | | Policy Context and Classification | | | | Qualitative Assessment | |
|---------------------------|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Map # / Code | Employment Area | Location and Gross Developable Area (GDA) | Physical Characteristics | Building/Development Characteristics | Access and Infrastructure | Policy Classification | Industrial Area Attributes | Business Park Attributes | Other Attributes | Strengths/Opportunities | Weaknesses/Constraints |
| | | | Lot sizes Topography Environmental Constraints | Building stock, sizes, age of buildings, employment density | Serviced Highway Access Other access (rail, water, airport); Planned capital projects | Land Use Designation in Local Area Official Plan | Access Transportation and Infrastructure Critical mass Parcel size Land use compatibility Market choices | Access Critical mass Minimal buffers Land use compatibility Employment supportive uses Concentration of like industries/sectors | Access to labour, transit, institutions, mix of uses, financial incentives | | |
| (11) Niagara Falls | | <ul style="list-style-type: none">147.80 ha GDA | are largely undeveloped | <ul style="list-style-type: none">Supports employment density of 17 jobs per hectare | <ul style="list-style-type: none">Close proximity to international border crossings | | <ul style="list-style-type: none">Land use compatibilityParcel size (supports small to large-scale facilities)Market choice (range in parcel size) | site; future hospital to south) | investment (Gateway CIP) | <p>presents location-based opportunities for businesses</p> <ul style="list-style-type: none">Close proximity to cluster of tourism-related uses in Niagara FallsOpportunities for office-based tourism activities (e.g. professional office, services, business services); opportunity for large, campus-style developmentProximity to future hospital site provides opportunities to support ancillary health care/medical related employment uses | western/central portion of employment area) |
| (12) Niagara Falls | Niagara Falls Dorchester Road Employment Area | <ul style="list-style-type: none">Located along Dorchester Road in South Niagara Falls; approx. 2.5 kilometres from closest highway interchange (McLeod Avenue and QEW)10.32 ha GDA | <ul style="list-style-type: none">Bounded by Welland Canal/Hydro River and Significant woodlot/wetlandsTwo parcels are partially covered by wetlandsLot sizes range from 0.3-3.1 hectares | <ul style="list-style-type: none">Built form characterized by low rise 1-2 storey warehouse buildingsSignificant portions of outdoor storage throughout Employment AreaRange in building footprints from approx. 250 m² to 5,900 m²Supports employment density of 43 jobs per hectare | <ul style="list-style-type: none">Potential for rail access along eastern edge of Employment Area | <ul style="list-style-type: none">Industrial | <ul style="list-style-type: none">Land use compatibilityMarket choice (building typology conducive to adaptive reuse) | <ul style="list-style-type: none">Land use compatibility | <ul style="list-style-type: none">Located in strategic location for investment (Gateway CIP) | <ul style="list-style-type: none">Close proximity to multiple international border crossings (Rainbow International Bridge and Peace Bridge) presents opportunity to attract | <ul style="list-style-type: none">Relatively small employment area; <7 parcels available for development/redevelopment; presents challenge in supporting critical mass of employment usesNo direct access/exposure to 400-series highway; relatively isolated from major transportation corridors limits viability to attract higher order employment uses |
| (13) Niagara Falls | Niagara Falls Stanley Avenue Business Park | <ul style="list-style-type: none">Located in South Niagara Falls, bounded by Chippawa Parkway to the south and Stanley Avenue to the east116.07 ha GDA | <ul style="list-style-type: none">Significant portions of interior of Employment Land covered by Niagara Falls Slough Forest Wetland ComplexLot sizes range from 0.4 to 8.3 hectares in sizeMajority of lots are rectangular in shape; land division pattern throughout Employment Area is attractive for businesses (ability to optimize employment lands) | <ul style="list-style-type: none">Supports employment density of 17 jobs per hectare | <ul style="list-style-type: none">Access to regional road, Stanley Avenue | <ul style="list-style-type: none">Industrial | <ul style="list-style-type: none">Critical massLand use compatibilityParcel size (supports small to large scale facilities)Market choice (parcel configuration supportive of range of employment uses)Location (multiple access points off of Stanley Avenue) | <ul style="list-style-type: none">Land use compatibility (adjacent tourism facilities) | <ul style="list-style-type: none">Located in strategic location for investment (Gateway CIP) | <ul style="list-style-type: none">Approaching significant scale/cluster of employment and uses comparable to other significant employment areas in the GGHAdequately buffered from surrounding sensitive land usesLocated in close proximity to several tourism-related industries in South Niagara Falls; opportunity to support tourism-related business servicesClose proximity to international border crossings (Rainbow International Bridge and Peace Bridge) provides | <ul style="list-style-type: none">Fragmented land parcels along Ramsey Road (very narrow lots with average area of 0.4 hectares)No direct access/exposure to 400-series highway; Area is relative isolated from 400-series highwaysPortions of employment area (especially in the centre and to the northwest) are limited by environmental constraintsAdjacent golf course to be redeveloped for residential uses—may present land use compatibility issues in the future |

| Identification | | Physical Context | | | | Policy Context and Classification | | | | Qualitative Assessment | |
|---------------------------------|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Map # / Code | Employment Area | Location and Gross Developable Area (GDA) | Physical Characteristics | Building/Development Characteristics | Access and Infrastructure | Policy Classification | Industrial Area Attributes | Business Park Attributes | Other Attributes | Strengths/Opportunities | Weaknesses/Constraints |
| | | | Lot sizes Topography Environmental Constraints | Building stock, sizes, age of buildings, employment density | Serviced Highway Access Other access (rail, water, airport); Planned capital projects | Land Use Designation in Local Area Official Plan | Access Transportation and Infrastructure Critical mass Parcel size Land use compatibility Market choices | Access Critical mass Minimal buffers Land use compatibility Employment supportive uses Concentration of like industries/sectors | Access to labour, transit, institutions, mix of uses, financial incentives | | |
| | | | | | | | | | | opportunities for cross-border trade | |
| (14) Niagara-On-The-Lake | Niagara-on-the-Lake Glendale Business Park | <ul style="list-style-type: none">Located in southern NOTL, in close proximity to QEW and district airportLocated adjacent to major retail and commercial uses73.36 ha GDA | <ul style="list-style-type: none">Range in employment land parcel size and size from 0.45 to 13 hectaresRelatively buffered from adjacent sensitive land uses (mainly agricultural uses, open space)Mix of vacant and occupied parcels; approx. 40 hectares of vacant, serviced employment landOnly Employment Area with designated Prestige Industrial land | <ul style="list-style-type: none">Mix of campus style business park buildings ranging from 1-3 storeys and low-rise 1 storey warehouse buildings with open storageSupports employment density of 26 jobs per hectare | <ul style="list-style-type: none">Direct access/exposure to QEW; close proximity to Highway 405Close proximity to Niagara District AirportClose proximity to international border crossings at Queenston, Niagara Falls and Fort ErieContains one of largest amounts of serviced employment land | <ul style="list-style-type: none">Prestige Industrial | <ul style="list-style-type: none">Access (QEW)Parcel sizes (supports medium to large scale employment facilities)Critical massLocation (multiple access points) | <ul style="list-style-type: none">Access (QEW)Transportation and infrastructure (highway and airport)Critical massLand use compatibility (adjacent major retail outlets) | <ul style="list-style-type: none">Proximity to Niagara College | <ul style="list-style-type: none">Opportunity to leverage close proximity to airport for related employment uses; opportunity to attract specialized high-tech/light industrial employment usesStrategic location as gateway node for Town of Niagara-on-the-Lake | <ul style="list-style-type: none">Environmental constraints along western portion of Westwood Court |
| (15) Niagara-On-The-Lake | Niagara-on-the-Lake Virgil Employment Area | <ul style="list-style-type: none">Located in close proximity to urban centre of Virgil; located within urban area12.83 ha GDA | <ul style="list-style-type: none">Parcel sizes range from 880 m² to 5,100 m² (largest parcel in Employment Area has limited access to Niagara Stone Road)Few vacant employment lands; Employment Area mostly occupied | <ul style="list-style-type: none">Built form characterized by warehousing/manuf acturing building and office buildings with ancillary retailSupports employment density of 31 jobs per hectare | <ul style="list-style-type: none">No existing services on vacant employment land parcelAccess to regional road via Niagara Stone RoadRelatively isolated from 400-series highway (approx. 9.5 kilometres from closest highway interchange) | <ul style="list-style-type: none">General Industrial | <ul style="list-style-type: none">Market choice (parcel configuration supportive of range of small and mid-size uses) | <ul style="list-style-type: none">Minimal land use buffers | <ul style="list-style-type: none">n/a | <ul style="list-style-type: none">Standardized land division pattern (average of 0.3 hectares in size), mostly rectangular/square parcels | <ul style="list-style-type: none">Lack of range of parcel sizes (largest parcel with 5.1 hectares in area has limited access to Niagara Stone Road)Limited access to 400-series highway (located approximately 8 kilometres to closest interchange with QEW at Glendale Avenue) |
| (16) Port Colborne | Port Colborne West Port Colborne Employment Area | <ul style="list-style-type: none">Located in close proximity to Welland Canal; located west of Canal193.05 ha GDA | <ul style="list-style-type: none">Parcel sizes range from approx. 3600 m² to 892,500 m² (89 ha)Generally topographically uniformMud Lake Conservation Area located to north of Employment Area | <ul style="list-style-type: none">Supports employment density of 8 jobs per hectareBuilt form typically characterized by large building footprints; large warehousing and logistics/storage facilitiesPresence of a major international industrial facilities | <ul style="list-style-type: none">Potential for access to Welland CanalPotential for rail access throughout Employment AreaAccess to provincial highway via Highway 58A | <ul style="list-style-type: none">Industrial and Employment Area | <ul style="list-style-type: none">Access (Highway 58A)Transportation and infrastructure (highway, rail facilities, canal)Critical MassLand use compatibilityParcel size (large range in sizes/ configurations) | <ul style="list-style-type: none">Access (Highway 58A) | <ul style="list-style-type: none">Located in strategic location for investment (Gateway CIP) | <ul style="list-style-type: none">Addition of port infrastructure and facilities along the Canal to facilitate loading/unloading of goods and materialsAccess to international markets (e.g. Jungbunzlauer Canada Inc.); Significant scale of employment uses | <ul style="list-style-type: none">No direct access/exposure to 400-series highway (approx. 15 kilometres south of Highway 406 terminus)Environmental constraints along Canal may limit potential for Canal access |
| (17) Port Colborne | Port Colborne East Port Colborne Employment Area | <ul style="list-style-type: none">Located in close proximity to Welland Canal; located east of Canal152.96 ha GDA | <ul style="list-style-type: none">Significant number of vacant lots with parcel size greater than 10 ha; also contains mix of vacant lots ranging from 1-6 haLarge parcel sizes greater than 10 hectares throughout Employment Area | <ul style="list-style-type: none">Majority of Employment Area is vacant and not developedSupports employment density of 8 jobs per hectare | <ul style="list-style-type: none">Access to Provincial Highway via Highway 140Access to Welland Canal; opportunity to expand access in the futurePotential rail access throughout Employment AreaLocated within 10-25 kilometres of border crossing | <ul style="list-style-type: none">Gateway Economic Centre | <ul style="list-style-type: none">Access (Highway 140)Transportation and infrastructure (highway, rail facilities, canal)Critical massLand use compatibilityParcel size (large range in sizes)Market choice (range of employment uses supported) | <ul style="list-style-type: none">Access (Highway 140) | <ul style="list-style-type: none">Located in strategic location for investment (Gateway CIP) | <ul style="list-style-type: none">Access to other provincial highway (Highway 140)Significant portions of undeveloped land— vacant land supply able to attract new businesses (permitted uses ranging from dry industrial, light industrial and general industrial)Opportunity to expand employment area northward along the canal to connect to employment areas | <ul style="list-style-type: none">No direct access/exposure to 400-series highway (approx. 12 kilometres south of Highway 406 terminus); Relatively located further from the US-border (10-25 kilometres) than other employment areasMajority of vacant parcels not currently municipally serviced |

| Identification | | Physical Context | | | | Policy Context and Classification | | | | Qualitative Assessment | |
|----------------------------|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Map # / Code | Employment Area | Location and Gross Developable Area (GDA) | Physical Characteristics | Building/Development Characteristics | Access and Infrastructure | Policy Classification | Industrial Area Attributes | Business Park Attributes | Other Attributes | Strengths/Opportunities | Weaknesses/Constraints |
| | | | Lot sizes Topography Environmental Constraints | Building stock, sizes, age of buildings, employment density | Serviced Highway Access Other access (rail, water, airport); Planned capital projects | Land Use Designation in Local Area Official Plan | Access Transportation and Infrastructure Critical mass Parcel size Land use compatibility Market choices | Access Critical mass Minimal buffers Land use compatibility Employment supportive uses Concentration of like industries/sectors | Access to labour, transit, institutions, mix of uses, financial incentives | | |
| (17) Port Colborne | | | | | | | | | | <div>in Welland (this portion of land currently designated rural industrial)</div> <ul style="list-style-type: none">Potential for access to Welland Canal; addition of port infrastructure and facilities along the Canal to facilitate loading/unloading of goods and materials; leverage employment intensification along Canal in light of Hamilton Harbour reaching capacityOpportunity to expand and link with Employment Area located to the north in Welland; securing further access to Canal | |
| (18) St. Catharines | St. Catharines Port Weller Employment Area | <ul style="list-style-type: none">Located within urban area of St. Catharines77.91 ha GDA | <ul style="list-style-type: none">Approx. 75 ha of vacant employment land; 25 ha of which are servicedRange in parcel sizes from 0.5 to 7.5 hectaresVacant employment parcels range in size from 6 ha to greater than 10 haSurrounded by non-compatible land uses including residential uses | <ul style="list-style-type: none">Historical character of employment area – age of building stock dates to 1930sBuilding stock includes range of newer and older buildings; includes 1-2 storey prestige and light industrial uses, business commercial usesMajority of ands designated industrial with potential to support a wide range of heavy and light industrial usesSupports employment density of 32 jobs per hectare | <ul style="list-style-type: none">Close proximity to Welland Canal/only active port along CanalAccess to regional road via Regional Road 87Fully serviced by municipal services; Vacant employment parcels fully serviced | <ul style="list-style-type: none">General Employment | <ul style="list-style-type: none">Transportation and infrastructure (proximity to canal)Critical massParcel size (supports small to large scale uses)Land use compatibility (towards southern portion) | <ul style="list-style-type: none">Character (streetscaping; landscaping)Minimal land use buffers (towards northern portion) | <ul style="list-style-type: none">n/a | <ul style="list-style-type: none">Significant government land holdings may provide opportunity to attract strategic investment from multiple levels of governmentClose proximity/direct access to the only active port along the Welland Canal presents opportunity to attract marine-related employment usesProximity to agricultural/wine producing uses may present opportunity to support agriculture-related employment uses including horticulture, food processing, etc. | <ul style="list-style-type: none">No direct access to 400-series highway (approx. 8-10 kilometres to QEW) may present challenges to attracting logistics-based employment usesAdjacent sensitive land use (residential) may present land use compatibility issues/limit expansion opportunitiesHistorical contamination has created requirements for brownfield redevelopment/remediation; may present challenges to future development costs |
| (19) St. Catharines | St. Catharines Eastchester Industrial Area | <ul style="list-style-type: none">Located in central-eastern portion of City of St. CatharinesOne of the largest employment areas in Niagara Region217.22 ha GDA | <ul style="list-style-type: none">Vacant employment land parcels range from <1 ha to 3-6 haApprox. 12 ha of vacant serviced employment land | <ul style="list-style-type: none">Supports employment density of 35 jobs per hectareBuilt form characterized by 1-3 storey buildings; consisting of business commercial plazas, warehousing and outdoor storage, light and general industrial buildingsMedian rental building area of 15,061 m² (from | <ul style="list-style-type: none">Access to multiple major regional transportation routes including QEW (running through Employment Area) and Highway 406 (located immediately south)Employment parcels are fully serviced | <ul style="list-style-type: none">General Employment and Business Commercial Employment | <ul style="list-style-type: none">Access (QEW)Critical massLocation (multiple access points)Parcel size (range from small to large sizes)Land use compatibilityMarket choice (mix of vacant large parcels) | <ul style="list-style-type: none">Access (QEW)Critical massEmployment-supportive uses | <ul style="list-style-type: none">Close proximity to Niagara District AirportClose proximity to Brock University and Niagara CollegeMix of commercial/retail uses throughout Employment Area | <ul style="list-style-type: none">Approaching size and scale of significant employment area comparable to other areas across the GGH (approx. 275 hectares)Supports largest employment base in the Region (approx. 10,000 full time jobs)Direct access/exposure to QEWPossibility for expanded access to | <ul style="list-style-type: none">Sensitive land uses (e.g. residential) to the north and west of employment area may limit some industrial/manufacturing uses |

| Identification | | Physical Context | | | | Policy Context and Classification | | | | Qualitative Assessment | |
|----------------------------|-------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Map # / Code | Employment Area | Location and Gross Developable Area (GDA) | Physical Characteristics | Building/Development Characteristics | Access and Infrastructure | Policy Classification | Industrial Area Attributes | Business Park Attributes | Other Attributes | Strengths/Opportunities | Weaknesses/Constraints |
| | | | Lot sizes Topography Environmental Constraints | Building stock, sizes, age of buildings, employment density | Serviced Highway Access Other access (rail, water, airport); Planned capital projects | Land Use Designation in Local Area Official Plan | Access Transportation and Infrastructure Critical mass Parcel size Land use compatibility Market choices | Access Critical mass Minimal buffers Land use compatibility Employment supportive uses Concentration of like industries/sectors | Access to labour, transit, institutions, mix of uses, financial incentives | | |
| | | | | sample size of 213 buildings) <ul style="list-style-type: none">Building stock age range from 1912 to 2013 (median age of 1976) | | | | | | <ul style="list-style-type: none">Welland Canal (small minority of parcels)Located in close proximity to St. Catharines Urban Growth Centre; potential for transit expansion | |
| (20) St. Catharines | St. Catharines QEW Centre Employment Area | <ul style="list-style-type: none">Centrally located in the City of St. Catharines10.28 ha GDA | <ul style="list-style-type: none">Lot sizes range from 0.1 to 0.6 hectaresMinimal environmental constraints; however, surrounded by non-compatible residential uses to the east | <ul style="list-style-type: none">Building stock age ranges from 1957 to 1989, with a median age of 1972 (based on a sample size of 24 buildings)Building stock characterized by low rise 1-2 storey warehousing and business commercial buildingsSupports high employment density (approx. 95 jobs per hectare) | <ul style="list-style-type: none">Direct access/exposure to QEW via Ontario Street interchangeFully serviced by municipal services | <ul style="list-style-type: none">Business Commercial Employment | <ul style="list-style-type: none">Access (QEW)Parcel size (supports small and medium scale facilities) | <ul style="list-style-type: none">Access (QEW)Minimal land use buffers | <ul style="list-style-type: none">Close proximity to transit hub at Fairview Mall | <ul style="list-style-type: none">Direct access/exposure to QEW; centrally located in St. Catharines | <ul style="list-style-type: none">Surrounded by sensitive land uses (residential) to the east |
| (21) St. Catharines | St. Catharines QEW West Employment Area | <ul style="list-style-type: none">Located in western portion of City of St. Catharines23.90 ha GDA | <ul style="list-style-type: none">Lot sizes range from 0.6 to 3.5 hectaresLocated adjacent to wetlands/marsh and Twelve Mile Creek to east of Employment Area | <ul style="list-style-type: none">Building stock characterized by mix of office buildings and low rise warehousing buildings, employment plazasPresence of campus-style office buildings towards northern portion of Employment Area (range from 1-4 storeysAge of building stock ranges from 1946 to 2014, with a median age of 2000 (based on sample size of 12 buildings)Supports high employment density (149 jobs per hectare) | <ul style="list-style-type: none">Direct access/exposure to QEWClose proximity to Highway 406Fully serviced by municipal services | <ul style="list-style-type: none">Business Commercial Employment | <ul style="list-style-type: none">Access (QEW)Critical massParcel size (supports range of small and medium scale uses)Land use compatibility | <ul style="list-style-type: none">Access (QEW)Critical massLand use compatibilityCharacter (streetscaping and landscaping) | <ul style="list-style-type: none">n/a | <ul style="list-style-type: none">Close proximity/direct access/exposure to QEWPresence of multi-storey campus-style office buildings unique asset or Niagara Region to attract prestige businesses in the futureBuffering from adjacent residential uses to the west of the employment area provided by forested area/natural features | <ul style="list-style-type: none">Environmental constraints and Twelve Mile Creek limit expansion opportunities to the east; limited opportunities to expand employment area |
| (22) St. Catharines | St. Catharines Louth Employment Area | <ul style="list-style-type: none">Located in western St. Catharines85.57 ha GDA | <ul style="list-style-type: none">Lot sizes range considerably from 2,483 to 118,595 m²Median parcel size of 6,649 m²Lots are generally regularly shaped/typical lotting pattern | <ul style="list-style-type: none">Building stock characterized by low-rise built form, warehouse typologyBuilding stock tends to be relatively more recent (within past 20-30 years)Mix of standalone establishments and plaza typologiesSupports employment density of 40 jobs per hectare | <ul style="list-style-type: none">Close access to Highway 406Potential for rail accessFully serviced by municipal services | <ul style="list-style-type: none">General EmploymentSt. Catharines GO Transit Station Secondary Plan | <ul style="list-style-type: none">Access (QEW)Critical massParcel size (supports range of small and medium scale uses)Land use compatibility | <ul style="list-style-type: none">Access (QEW)Critical massLand use compatibility | <ul style="list-style-type: none">Access to inter-regional labour (St. Catharines GO Station)Close proximity to major public service facilities (Niagara Health Network St Catharines Site) | <ul style="list-style-type: none">Close proximity to Highway 406Close proximity to St. Catharines GO Station provides opportunities for attracting inter-regional labour forceOP permits development up to 6 storeys which may be conducive to future office/business park developmentAdjacent land uses are supportive and provide buffer to residential | <ul style="list-style-type: none">Existing residential lots along St. Paul Street West may create compatibility issues |

| Identification | | Physical Context | | | | Policy Context and Classification | | | | Qualitative Assessment | |
|----------------------------|----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Map # / Code | Employment Area | Location and Gross Developable Area (GDA) | Physical Characteristics | Building/Development Characteristics | Access and Infrastructure | Policy Classification | Industrial Area Attributes | Business Park Attributes | Other Attributes | Strengths/Opportunities | Weaknesses/Constraints |
| | | | Lot sizes Topography Environmental Constraints | Building stock, sizes, age of buildings, employment density | Serviced Highway Access Other access (rail, water, airport); Planned capital projects | Land Use Designation in Local Area Official Plan | Access Transportation and Infrastructure Critical mass Parcel size Land use compatibility Market choices | Access Critical mass Minimal buffers Land use compatibility Employment supportive uses Concentration of like industries/sectors | Access to labour, transit, institutions, mix of uses, financial incentives | | |
| | | | | | | | | | | communities (e.g. hospital and major retail to the north/west) | |
| (23) St. Catharines | St. Catharines Welland Canal Employment Area | <ul style="list-style-type: none">Located in eastern St. Catharines along the Welland Canal91.13 ha GDA | <ul style="list-style-type: none">Employment land lots range in size from approx. 0.8 ha to 50 ha | <ul style="list-style-type: none">Building stock varies significantly in terms of footprint areasPresence of 1 large-scale product assembly buildings with large footprints (15 ha)Building stock tends to be low-rise with 1-2 storeyBuilding stock tends to be relatively older (50-60 years old)Supports employment density of 28 jobs per hectare | <ul style="list-style-type: none">Fully serviced by municipal servicesPotential for expanded access to | <ul style="list-style-type: none">General Employment | <ul style="list-style-type: none">AccessTransportation and infrastructureParcel SizeLand use compatibilityMarket choice | <ul style="list-style-type: none">AccessCritical massLand use compatibility | <ul style="list-style-type: none">Access to regional-scale labour through GM plant | <ul style="list-style-type: none">GM assembly plant represents key employment generatorAccess for expanded rail access | <ul style="list-style-type: none">Transportation linkages somewhat limited by Welland Canal (e.g. Glendale Bridge) |
| (24) Thorold | Thorold Brock Park Employment Area | <ul style="list-style-type: none">Centrally located in Thorold, in close proximity to Brock UniversityLocated within Urban Area of ThoroldLocated in close proximity to Brock University, Regional Headquarters24.45 ha GDA | <ul style="list-style-type: none">Range in size of parcel sizes from <1-2 hectares; consistent size and shape of parcels (mostly rectangular lots) | <ul style="list-style-type: none">Building stock characterized by low rise institutional and office buildings; recent construction ofBuilding footprints contain a median rental floor area of 27,171 m²Age of building stock ranges from 1991 and 1988 (based on sample size of 2 buildings)Supports employment density of 73 jobs per hectare | <ul style="list-style-type: none">Located in close proximity to Highway 406Full municipal services | <ul style="list-style-type: none">Brock Business Park EmploymentBrock Business Park Secondary Plan | <ul style="list-style-type: none">Access (Highway 406)Parcel sizes (support medium and large scale uses) | <ul style="list-style-type: none">Access (Highway 406)Land use compatibilityEmployment-supportive usesCharacter (campus-style) | <ul style="list-style-type: none">Close proximity to Brock University, Regional HeadquartersMix of institutional and residential uses throughout Employment AreaLocated in strategic location for investment (Gateway CIP) | <ul style="list-style-type: none">Ability to accommodate range of office and research/development land uses; campus style settingClose proximity to Brock University and Niagara Regional Headquarters—capitalizes on market opportunity for research and development and technology employment uses; capitalizes on market opportunity for research/development/technology | <ul style="list-style-type: none">Environmental constraints along southern boundary of employment area |
| (25) Thorold | Thorold McCleary Drive Employment Area | <ul style="list-style-type: none">Entirety of employment area located within urban area22.25 ha GDA | <ul style="list-style-type: none">Range in parcel sizes from <1 to >5 hectares | <ul style="list-style-type: none">Ability to accommodate range of general industrial land usesSupports employment density of 49 jobs per hectare | <ul style="list-style-type: none">Fully serviced; availability of pre-serviced lots in business park settingPotential for rail access along southern portion of employment areaAccess to other provincial highway (Highway 58) | <ul style="list-style-type: none">General Industrial | <ul style="list-style-type: none">Access (Highway 406 and 58)Land use compatibilityMarket choice (employment area mostly vacant) | <ul style="list-style-type: none">Access (Highway 406 and 58) | <ul style="list-style-type: none">Located in strategic location for investment (Gateway CIP) | <ul style="list-style-type: none">Majority of parcels are vacant; represents opportunity to attract general industrial uses in the future | <ul style="list-style-type: none">Relatively small employment area (approx. 25 hectares in total); limited opportunities to expand beyond current boundaries and support a critical mass of employment uses |
| (26) Thorold | Thorold Highway 58 Employment Area | <ul style="list-style-type: none">Located approx. 700 m south of downtown ThoroldBordered to the east by Welland CanalHighway 58 runs underneath employment area as | <ul style="list-style-type: none">Range in parcel sizes from 0.2 to 2.1 hectares to support range of employment usesFew environmental encumbrances identified on Regional mapping | <ul style="list-style-type: none">Building stock characterized by low rise warehousing and automobile-related buildings; significant portions of outdoor storage | <ul style="list-style-type: none">Close proximity to other provincial highway (Highway 58)Potential for rail access throughout employment areaPotential for Canal access along eastern | <ul style="list-style-type: none">General Industrial | <ul style="list-style-type: none">Access (Highway 58)Location (multiple access points)Land use compatibility | <ul style="list-style-type: none">Access (Highway 58) | <ul style="list-style-type: none">Located in strategic location for investment (Gateway CIP) | <ul style="list-style-type: none">Existing employment uses include automobile-related facilities and truck rentals; opportunity to support auto-focuses employment area | <ul style="list-style-type: none">Surrounded by sensitive land uses (e.g. residential and commercial uses) that may limit viability/expansion of certain employment usesRelatively small employment area |




| Identification | | Physical Context | | | | Policy Context and Classification | | | | Qualitative Assessment | |
|---------------------|---------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Map # / Code | Employment Area | Location and Gross Developable Area (GDA) | Physical Characteristics | Building/Development Characteristics | Access and Infrastructure | Policy Classification | Industrial Area Attributes | Business Park Attributes | Other Attributes | Strengths/Opportunities | Weaknesses/Constraints |
| | | | Lot sizes Topography Environmental Constraints | Building stock, sizes, age of buildings, employment density | Serviced Highway Access Other access (rail, water, airport); Planned capital projects | Land Use Designation in Local Area Official Plan | Access Transportation and Infrastructure Critical mass Parcel size Land use compatibility Market choices | Access Critical mass Minimal buffers Land use compatibility Employment supportive uses Concentration of like industries/sectors | Access to labour, transit, institutions, mix of uses, financial incentives | | |
| (26) Thorold | | it crosses Welland Canal <ul style="list-style-type: none">9.27 ha GDA | | <ul style="list-style-type: none">Building footprints range from 110 m² to 1,400 m²Supports employment density of 40 jobs per hectare | portion of employment area | | <ul style="list-style-type: none">Parcel size (range from small to medium scale uses) | | | | (approx. 12 hectares) with limited opportunities for expansion <ul style="list-style-type: none">No direct access to Highway 58 (must be accessed via Pine Street approx. 400 metres to the west); poor visibility from Highway 58 due to grade separation |
| (27) Thorold | Thorold Welland Canal Employment Area | <ul style="list-style-type: none">Significant portions of vacant/ undeveloped parcels towards the southern portion of employment area along the Welland Canal210.08 ha GDA | <ul style="list-style-type: none">Range in size and location of parcels from <1 to >10 hectaresSome very large parcel sizes with areas greater than 54 ha in area | <ul style="list-style-type: none">Supports employment density of 4 jobs per hectare | <ul style="list-style-type: none">Potential for expanded access to Welland CanalOpportunities for expanded rail access throughout the employment areaAccess to Highway 58 | <ul style="list-style-type: none">General Employment | <ul style="list-style-type: none">Access (Highway 58)Location (multiple access points)Transportation and Infrastructure (rail facilities and canal)Critical massLand use compatibilityParcel size (medium to large scale uses)Market choice (large, vacant lots; supports range of employment uses) | <ul style="list-style-type: none">Access (Highway 58)Critical mass | <ul style="list-style-type: none">Located in strategic location for investment (Gateway CIP) | <ul style="list-style-type: none">Currently supports significant scale/cluster of pulp and paper and energy-related employment usesSignificant portions of vacant/undeveloped parcels towards the southern portion of employment area along the Canal; represents opportunity to attract additional employment uses | <ul style="list-style-type: none">No direct access/exposure to 400-series highwayBounded by sensitive land uses (residential) to the east that may limit viability/expansion of certain employment uses |
| (28) Welland | Welland North Employment Area | <ul style="list-style-type: none">Located within urban boundary of WellandLocated south of major retail facility197.30 ha GDA | <ul style="list-style-type: none">Range in employment land parcel size from <1 to >10 hectares; overall large lots with space for outdoor storage and expansion potential | <ul style="list-style-type: none">Supports employment density of 7 jobs per hectare | <ul style="list-style-type: none">Direct access/exposure to Highway 406Employment area fully servicedPotential for rail access throughout employment area | <ul style="list-style-type: none">General Industrial | <ul style="list-style-type: none">Access (Highway 406)Transportation and Infrastructure (rail facilities)Critical massParcel size (medium to large scale uses)Land use compatibility | <ul style="list-style-type: none">Access (Highway 406)Critical massEmployment supportive usesLand use compatibility | <ul style="list-style-type: none">Close proximity to Niagara College Welland CampusLocated in strategic location for investment (Gateway CIP) | <ul style="list-style-type: none">Significant portions of vacant employment land available for development/redevelopmentOpportunity to capitalize on advanced manufacturing/specialized transportation and warehousing employment usesIntermodal opportunities for multiple transportation modes (ship, rail, truck) | <ul style="list-style-type: none">Sensitive land uses (residential) immediately south of employment areaPossible remediation necessary to redevelopment certain parcels |
| (29) Welland | Welland West Employment Area | <ul style="list-style-type: none">Located within urban boundary of Welland, along the peripheryBounded by Feeder Road, rail corridor and Welland Canal59.30 ha GDA | <ul style="list-style-type: none">Range in lot size from 0.2 ha to 5.6 ha | <ul style="list-style-type: none">Supports Employment Density of 22 jobs per hectare | <ul style="list-style-type: none">Access to other provincial highway (Highway 140)Potential for rail accessPotential for access to Welland Canal along southwestern portion of employment area | <ul style="list-style-type: none">Light Industrial | <ul style="list-style-type: none">Access (Highway 58A)Approaching critical massLand use compatibilityParcel size (supports small and medium scale uses) | <ul style="list-style-type: none">Access (Highway 58A)Approaching critical mass | <ul style="list-style-type: none">Located in strategic location for investment (Gateway CIP) | <ul style="list-style-type: none">Approaching significant size and scale of employment uses (approx. 340 hectares in size)Supports multiple largescale employment uses (research and technology; steel processing; mining and metals) | <ul style="list-style-type: none">Significant portions of environmental constraints in the southern portion of employment area |
| (30) Welland | Welland East Employment Area | <ul style="list-style-type: none">Located within urban boundary of Welland; Employment Area bounded by periphery of urban boundary | <ul style="list-style-type: none">Large lot sizes (e.g. 30, 33, 42 ha in size)Lot sizes range from 0.15 ha to over 40 ha | <ul style="list-style-type: none">Built form across Employment Area is diverse and includes major industrial and research/development facilities (e.g. GE Brilliant Factory, | <ul style="list-style-type: none">Direct access to provincial highway (Highway 58A)Potential for rail access along | <ul style="list-style-type: none">Light Industrial and General Industrial | <ul style="list-style-type: none">Access (Highway 27, Highway 140, Highway 58A) | <ul style="list-style-type: none">Access (Highway 27, Highway 140, Highway 58A)Critical mass | <ul style="list-style-type: none">Located in strategic location for investment (Gateway CIP) | <ul style="list-style-type: none">Direct access to provincial highway (Highway 58A)Potential for rail access along | <ul style="list-style-type: none">Some parcels are not serviced or only partially serviced |

| Identification | | Physical Context | | | | Policy Context and Classification | | | | Qualitative Assessment | |
|--------------------------|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Map # / Code | Employment Area | Location and Gross Developable Area (GDA) | Physical Characteristics | Building/Development Characteristics | Access and Infrastructure | Policy Classification | Industrial Area Attributes | Business Park Attributes | Other Attributes | Strengths/Opportunities | Weaknesses/Constraints |
| | | | Lot sizes Topography Environmental Constraints | Building stock, sizes, age of buildings, employment density | Serviced Highway Access Other access (rail, water, airport); Planned capital projects | Land Use Designation in Local Area Official Plan | Access Transportation and Infrastructure Critical mass Parcel size Land use compatibility Market choices | Access Critical mass Minimal buffers Land use compatibility Employment supportive uses Concentration of like industries/sectors | Access to labour, transit, institutions, mix of uses, financial incentives | | |
| (30) Welland | | <ul style="list-style-type: none">295.37 ha GDA | | <p>Welded Tube Welland facility,)</p> <ul style="list-style-type: none">Building footprint range from 41,500 m²Supports employment density of 6 jobs per hectare | southern portion of employment area | | <ul style="list-style-type: none">Transportation and infrastructure (rail facilities, canal access)Critical massParcel size (supports medium and large facilities)Land use compatibilityMarket choice (availability of large, vacant parcels) | | | <p>southern portion of employment area</p> <ul style="list-style-type: none">Recent opening of GE Brilliant Facility represents opportunity for future expansion of technology-based employment uses | |
| (31) West Lincoln | West Lincoln Employment Area | <ul style="list-style-type: none">Located wholly within the urban area of West LincolnPartially located within built boundary —portions designated for Urban Boundary Expansion – Employment)112.65 ha GDA | <ul style="list-style-type: none">Large diversity in parcel sizes; Lot sizes range from approx. 5200 m² to over 4 haEnvironmental constraints located adjacent to and within the Employment Area (e.g. significant woodlots) | <ul style="list-style-type: none">Built form characterized by low rise warehousing and light industrial buildings with significant portions of outdoor storageBuilding footprints range from 300 m² to 4,700 m²Supports employment density of 16 jobs per hectare | <ul style="list-style-type: none">Potential for rail access along southern portion of employment areaNo direct access to 400-series highway or regional road | <ul style="list-style-type: none">Employment Area and Institutional | <ul style="list-style-type: none">Transportation and infrastructure (potential rail access)Parcel size (supports small to medium facilities)Location (multiple access points off of regional roads) | <ul style="list-style-type: none">Parcel sizes (range in size; supports small to medium scale uses)Market choice (availability of large, vacant lots) | <ul style="list-style-type: none">n/a | <ul style="list-style-type: none">Significant scale of utility-related employment uses present throughout Employment Area; presents opportunities to specialize Employment Area to meet specific needs | <ul style="list-style-type: none">No direct access to 400-series or other provincial highway (approx.. 12 kilometres south of the QEW)Relatively farther distance to international border crossings (approx. 80 kilometres to Peace Bridge crossing)Portions of employment area not serviced |

Appendix C

Cross-jurisdictional scan of GGH employment areas and corridors

Appendix C: Cross jurisdictional review of GGH employment areas and corridors

| Region of Durham | | | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Major Employment Areas | Hierarchy of Employment Lands | Access to Transportation Infrastructure | Access to Inter-Regional Economic Markets | Significant Scale and Cluster of Economic Output | Flexibility of Land Use Patterns | Recognition and Protection within Land Use Planning |
|    | <ul style="list-style-type: none"> No defined hierarchy in ROP Distinction between urban and rural employment areas Identification of corridors (esp. 400-series highways) for protection for future employment uses Three employment zones along Highway 401 identified as provincially significant¹ Durham South (Pickering-Ajax) Durham South (Oshawa-Whitby) Durham South (Oshawa East-Clarington) | <ul style="list-style-type: none"> Employment Major employment areas located within 1-3 kilometres of a 400-series highway Highway 401 Highway 407 Highway 412 Highway 418 Highway 115 CP Rail corridor CN Rail corridor | <ul style="list-style-type: none"> Direct access to Windsor-Quebec corridor via Highway 401 Direct access to GTHA and Southern Ontario markets via Highways 401 and 407 Opportunities for access to North American-wide rail system Close proximity to Quebec and US markets (approx. 180 kilometres to US border, or 2-hour drive) Implementation of Pegasus Project (related to autonomous vehicles) focusing on attracting investment and jobs from Germany to Durham Region Durham Region actively involved in developing relationships and business opportunities in Brazil, China, India and Japan to bring investment and jobs to the region Durham Economic Development Office (DEDO) involved with forging relationships with US Site Selectors and other intermediaries | <ul style="list-style-type: none"> Major cluster of manufacturing related employment uses along Highway 401 corridor characterized by the automotive, metal fabrication, environmental, biological and life sciences and aerospace sectors, as well as IT and engineered assembly systems General Motors Oshawa Assembly plant is one of the largest employers; significant scale and clustering of automobile-related industries Significant clustering of logistics and freight related industries along Highway 401 corridor Pickering Nuclear Generating Station and Darlington Nuclear Generating Station; significant scale of energy-related industries along Lake Ontario waterfront Durham College, UOIT significant post-secondary institutions that contribute to highly educated workforce | <ul style="list-style-type: none"> Total Designated Employment Area (urban only) of 7,311 ha (2017) Net Developable Employment Area of 5,611 ha (2017)² 57% of employment areas vacant³ 25% of employment areas developed 1,262 vacant parcels of employment land (2017) representing Range in employment land parcel size from small to large size lots Emerging development opportunities in new non-residential growth areas in the Seaton employment lands in Pickering and the soon to be serviced employment lands along Highway 407 in Whitby and Oshawa represent significant assets for the region for attracting investment and jobs | <ul style="list-style-type: none"> Yes—identification within Regional Official Plan; employment areas are to be protected for current and future employment uses; additionally, corridors along Highways 401 and 407 corridors are to be protected for employment uses⁴ Strategic employment areas such as the Seaton Employment Lands adjacent to Highway 407 specifically identified^{5 6} |

¹ Ministry of Municipal Affairs and Housing. 2019. Proposed Provincially Significant Employment Zones: <http://www.mah.gov.on.ca/Page20928.aspx>


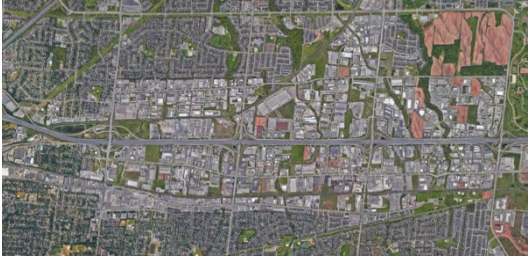


² Durham Region. 2017. Employment Lands Inventory, 2017: <https://www.durham.ca/en/living-here/planning-for-growth.aspx>

³ Durham Region. 2017. Map 1 – Region of Durham Employment Lands: https://www.durham.ca/en/living-here/resources/Documents/EnvironmentalStability/EAServicing_Durham.pdf

⁴ Durham Region. 2017. Durham Region Economic Development Strategy: <https://www.durham.ca/en/doing-business/resources/Documents/EconomicDevelopment/EconomicDevelopmentStrategy2017-2021.pdf>

⁵ Durham Region. 2017. Durham Regional Official Plan (May 2017 Consolidation): <https://www.durham.ca/en/doing-business/resources/Documents/PlanningandDevelopment/Official-Plan/2017-Durham-Regional-Official-Plan-Consolidation.pdf>

⁶ Hemson Consulting. 2015. Seaton Employment Lands Economic Development Study Update: https://www.pickering.ca/en/city-hall/resources/Seaton_March2015_EconomicDevelopmentStudyUpdate.pdf

| Region of Halton | | | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Major Employment Areas | Hierarchy of Employment Lands | Access to Transportation Infrastructure | Access to Inter-Regional Economic Markets | Significant Scale and Cluster of Economic Output | Flexibility of Land Use Patterns | Recognition and Protection within Land Use Planning |
|     | <ul style="list-style-type: none"> • Future Strategic Employment Areas identified as Overlay in ROP • Distinction between rural and urban employment areas • Fourteen existing and seven planned employment areas throughout the region • Derry Green Corporate Business Park • Premier Gateway Employment Area (Halton Hills) • North Oakville (East and West) Employment District (Oakville) • Three employment zones along Highway 401 identified as provincially significant⁷ • 401-407 (Meadowvale) • Milton • Oakville (Oakville East) • Oakville (QEW) | <ul style="list-style-type: none"> • Within ROP, Employment Areas are identified to be located in the vicinity of existing major highway interchanges and rail yards, where appropriate, within the Urban Area • Pattern of linear development of employment areas along 400-series highways throughout the region; majority of designated employment areas are within 1-4 kilometres of a 400-series highway • Halton's employment lands are well suited geographically with close access to multiple 400-series highways, rail, intermodal facilities, and proximity to Pearson airport • Highway 401 • Highway 403 • Highway 407 • Queen Elizabeth Way • CP Rail Corridors • CN Rail Corridors | <ul style="list-style-type: none"> • Direct access to Windsor-Quebec corridor via Highway 401 • Direct access to GTHA and Southern Ontario markets via Highways 401 and 407 • Opportunities for access to North American-wide rail system • Close proximity to Quebec and US markets (approx. 180 kilometres to US border, or 2-hour drive) • Close proximity to Southern Ontario and US markets (approx. 90 kilometres to US border, or 1-hour drive) | <ul style="list-style-type: none"> • Halton has strong employment concentrations in many of the GGH's mature economic sectors including production technology, aerospace, automotive, and processed foods; employment lands in the Region are importance because they primarily accommodate export-oriented employment uses; major export-oriented employment clusters in Halton include locally and regionally significant sectors such as: <ul style="list-style-type: none"> ◦ Professional, scientific and technical services; ◦ Value-added manufacturing; ◦ Financial services; ◦ Information and communications technology⁸ • Halton's designated employment lands have higher than average concentrations of employment in distribution services, plastics, and metal manufacturing relative to the rest of the GGH⁹ • Significant scale and clustering of logistics-related employment uses in Milton located along Highway 401 corridor (e.g. Lowes distribution centre, Amazon Fulfilment Centre along James Snow Parkway North) • Major automobile production facility and related employment uses located in proximity to Oakville Assemble Complex, Ford Motor Company of Canada | <ul style="list-style-type: none"> • Range in size of parcels in employment areas from 1-10 hectares; larger parcel sizes of up to 20 hectares located in Halton Hills Premier Gateway Business Park and Milton 401 Industrial Park¹⁰ • Overall, Halton has moderate supply of vacant employment land; Premier Gateway Business Park in Halton Hills has largest supply of vacant designated employment land, approximately 450 net ha; Burlington QEW West (170 net ha); Milton 401 Industrial Business Park (130 net ha) • Range of employment designations provide flexibility for potential businesses located throughout Halton | <ul style="list-style-type: none"> • Objective of Urban Area to provide for an appropriate range and balance of employment uses including industrial, office and retail and institutional uses to meet long-term needs; to direct where employment uses should be located and to protect areas designated for such uses¹¹ • Identification of employment lands within the proposed expansion area that should be designated and protected for the long-term due to their proximity to major transportation facilities and <i>infrastructure</i>.¹² • Protect employment lands for economic development during the current planning period to 2031 • Prohibit the re-designation of lands within the Future Strategic Employment Areas to uses that are incompatible with employment uses in the long term, especially non-farm uses such as institutional and recreational uses. • Future Strategic Employment Areas are to be Considered for inclusion into the Urban Area |

⁷ Ministry of Municipal Affairs and Housing. 2019. Proposed Provincially Significant Employment Zones: <http://www.mah.gov.on.ca/Page20928.aspx>





⁸ Halton Region. 2011. Regional Municipality of Halton: Economic Development Strategic Directions Report: <http://www.halton.ca/repository/Economic-Development-Strategic-Directions-Report>

⁹ Ibid.




¹⁰ Halton Region. 2017. The Regional Municipality of Halton 2016 Competitiveness Study: <https://www.halton.ca/repository/Halton-Competitiveness-Study-2016>

¹¹ Halton Region. 2011. Strategic Implementation Plan: <http://www.halton.ca/repository/Strategic-Implementation-Plan-Economic-Developme>

¹² Halton Region. 2017. Regional Official Plan: <http://www.halton.ca/repository/Halton-Region-Economic-Review-2017>




| Region of Peel | | | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Major Employment Areas | Hierarchy of Employment Lands | Access to Transportation Infrastructure | Access to Inter-Regional Economic Markets | Significant Scale and Cluster of Economic Output | Flexibility of Land Use Patterns | Recognition and Protection within Land Use Planning |
|     | <ul style="list-style-type: none"> Hierarchy of employment areas identified in ROP—specific policies/emphasis related to employment areas in vicinity of Pearson Airport; rail yards, highway interchanges Definition of Employment areas—based on local municipality OP designations (e.g. Industrial, Corporate Centres, Employment Areas) Four PSEZs recognized in Proposed Amendment 1 of Growth Plan 401 407 (Meadowvale) 427 QEW Pearson Airport Hub (Airport) Pearson Airport Hub (Airport Hwy 50) Mavis and Burnhamthorpe | <ul style="list-style-type: none"> Very high connectivity to range of major goods movement facilities including: <ul style="list-style-type: none"> Highway 401; Highway 403; Highway 407; Highway 409; QEW; CP Rail Corridor; CN Rail Corridor; Pearson International Airport <ul style="list-style-type: none"> Airport identified as key part goods movement system—objective to optimize economic potential of the airport (and Brampton Flying Club) CP Brampton intermodal facility (Canada’s largest intermodal facility; handles 60% of CP’s intermodal traffic)¹³ CP Vaughan intermodal facility | <ul style="list-style-type: none"> Regional access to GGH and US markets through rail and highway network Airport identified as significant international transportation linkage—businesses in proximity to airport have access to international market via air travel/cargo Direct access to Windsor-Quebec corridor via Highway 401 Direct access to GTHA and Southern Ontario markets via Highways 401 and 407 Opportunities for access to North American-wide rail system Close proximity to Quebec and US markets | <ul style="list-style-type: none"> Yes – Large clusters of employment uses surrounding Pearson International Airport – multiple “mega clusters” Major cluster of logistics and transportation-related businesses Major hub for head office locations/prestige office parks | <ul style="list-style-type: none"> Peel 2041 Growth Management ROPA— Employment Land Employment: Municipalities should encourage a range of parcel sizes, locations, and timing/levels of servicing of employment lands, in order to be responsive to occupier and developer requirements. Having an adequate supply of serviced lands can act to suppress land price inflation, by ensuring choice in the marketplace, and enabling multiple market participants (not one dominant land owner/investor). Recommended planning tools to broaden the variety of employment lands: <ul style="list-style-type: none"> Designating additional lands Acquiring land – owning lands and creating a municipal business park (to have influence over the size of parcels, timing of development, and future ownership). Development incentives – (e.g. subdividing lots to support smaller/larger scale uses as market demand dictates) Peel’s office inventory approximately 30 million sq. ft. in 2017; represents 34% of overall GTA suburban office stock | <ul style="list-style-type: none"> ROP definition: areas that are designated in area municipal official plans for clusters of business and economic activities including, but not limited to, manufacturing, warehousing, offices, and associated retail and ancillary facilities. Employment areas are designated in area municipal official plans as described in Section 5.6.2.6. Peel Region identifies specific employment areas identified in local official plans that are to be protected and for employment uses. Regional Official Plan also sets out that employment areas shall be located adjacent or in proximity to major goods movement facilities. Specifically, areas in the vicinity of the Toronto Pearson International Airport, major highway interchanges and rail yards shall be protected and supported for future employment areas for manufacturing, warehousing and associated retail, office and ancillary uses. |

¹³ Peel Region. 2017. Goods Movement Strategic Plan 2017-2021: <https://www.peelregion.ca/pw/transportation/goodsmovement/pdf/goods-movement-strategic-plan-2017-2021.pdf>

| Region of Waterloo | | | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Major Employment Areas | Hierarchy of Employment Lands | Access to Transportation Infrastructure | Access to Inter-Regional Economic Markets | Significant Scale and Cluster of Economic Output | Flexibility of Land Use Patterns | Recognition and Protection within Land Use Planning |
|    | <p>ROP identifies employment areas with specific policies related to Waterloo Regional Airport: The Region will continue to support the strategic development of employment areas in the vicinity of the Region of Waterloo International Airport to ensure these lands are readily available for development upon justification being established to bring them into the Urban Area.¹⁴</p> <ul style="list-style-type: none"> • ROP emphasizes hierarchy of employment lands in proximity to highways, airport, rail, other goods movement corridors • ROP also identifies “Prime Industrial/Strategic Reserve” employment lands • Three PSEZs identified in Proposed Amendment 1 to the Growth Plan: • Waterloo; • Cambridge West; • Cambridge East | <ul style="list-style-type: none"> • Highlights employment areas in vicinity of existing major highway interchanges, rail yards, or the Region of Waterloo International Airport as employment areas, where appropriate. • Policy 4.B.4: The Region will continue to advocate for improvements to the Provincial Highway system to support more effective movement of people and goods within and beyond Waterloo Region. • Policy 4.B.1: Region of Waterloo International Airport to be planned, managed, promoted as integral element in moving people and goods to and from Waterloo Region • Policy 4.B.3: Region to continue to advocate for provision of high-speed rail on Windsor-Quebec City Corridor • Clustering of large employment areas along 400-series/major highway corridors throughout the Region; majority of employment areas located within 2 kilometres of highway • Highway 401; • Highway 85; • Highway 8; • Multiple rail corridors | <ul style="list-style-type: none"> • In the past, active engagement between the Region and Canada’s Technology Triangle Inc.; Region will provide information, research, financial and in-kind support as appropriate to assist in marketing Waterloo Region to the world. • Waterloo Region situated along Highway 401 corridor; direct access to Windsor-Quebec City corridor with access to US and Canadian markets | <ul style="list-style-type: none"> • Strong emphasis in employment areas on advanced manufacturing, information and technology industries • Significant scale of related industries surrounding Toyota manufacturing plant (automobile-related industries) • High growth sectors include high tech software, communications technologies, advanced manufacturing; these areas are given priority/attention in municipal economic development policies¹⁵ | <ul style="list-style-type: none"> • Large size of parcels in employment areas • Establishment of minimum parcel size of 8 hectares in order to accommodate range of industrial uses | <ul style="list-style-type: none"> • ROP Policy 4.A.3: Area Municipalities are encouraged to designate and preserve lands within the Urban Area and Township Urban Areas in the vicinity of existing major highway interchanges, rail yards, or the Region of Waterloo International Airport as employment areas, where appropriate. • ROP Policy 4.A.4: The Region and Area Municipalities will collaborate with the Province as required to identify provincially strategic employment areas to help maintain and enhance the Greater Golden Horseshoe’s position in the global economy • ROPA 2 – July 2018; designate 14.49 hectares of land as Prime Industrial/Strategic Reserve in northern part of City of Cambridge |

¹⁴ Region of Waterloo. 2019. ROP: https://www.regionofwaterloo.ca/en/resources/Regional-Official-Plan/7_-_chapter_4_consolidated_rop_2015---access.pdf




¹⁵ Region of Waterloo. 2017. Waterloo Region Economic Development Strategy: <https://www.regionofwaterloo.ca/en/resources/waterloo-region-economic-development-strategy-access.pdf>

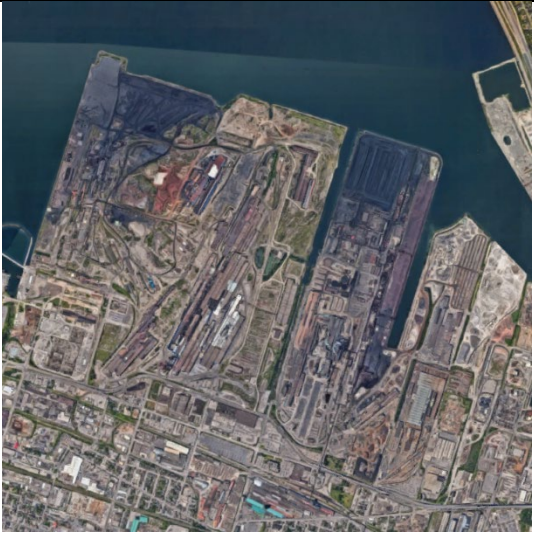


| Region of York | | | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Major Employment Areas | Hierarchy of Employment Lands | Access to Transportation Infrastructure | Access to Inter-Regional Economic Markets | Significant Scale and Cluster of Economic Output | Flexibility of Land Use Patterns | Recognition and Protection within Land Use Planning |
|    | <ul style="list-style-type: none">• ROP identifies Future Strategic Employment Areas— 7 conceptual areas• Policy 4.3.6: To protect strategic employment lands, including lands identified in Figure 2. These lands are identified based on their proximity to existing or planned 400-series highways and shall be designated for employment land uses in local municipal official plans.^{16 17}• Policy 4.3.7: To require local municipalities to give priority to the strategic employment lands identified in Figure 2 when considering additional employment land designations.• Total of 5 PSEZs identified:• 404 407 (Markham)• 400 407 (400 Corridor)• 400 407 (Vaughan North)• 400 407 (Keele Dufferin)• Pearson Airport Hub (Airport Highway 50) | <ul style="list-style-type: none">• Yes— all employment areas located adjacent to major transportation infrastructure/goods movement facilities• Highway 407;• Highway 400;• Highway 427;• Highway 404;• Rail corridors;• Major rail hubs/yards including McMillan Yard in Vaughan | <ul style="list-style-type: none">• Regional access to GGH and US markets through rail and highway network• Airport identified as significant international transportation linkage—businesses in proximity to airport have access to international market via air travel/cargo• Direct access to Windsor-Quebec corridor via Highway 401• Direct access to GTHA and Southern Ontario markets via Highways 401 and 407• Opportunities for access to North American-wide rail system• Close proximity to Quebec and US markets | <ul style="list-style-type: none">• Identified as one of the fastest growing areas in the GGH in terms of employment land employment• Major cluster of logistics and transportation-related businesses• Major hub for head office locations/prestige office parks | <ul style="list-style-type: none">• Pull information from York Region Vacant Employment Land Inventory¹⁸• 2588 hectares of vacant employment lands as of 2017• Proximity to major goods movement facilities and corridors• Low density uses – existing and/or planned• Manufacturing, warehousing and logistics• Nearly 84% of vacant employment land, amounting to over 2,183 net hectares of land, is within 5 km of a 400-series highway.• 60% of vacant employment parcels amounting to approximately 928 net hectares of vacant employment land are within 500 metres of a transit stop. | <ul style="list-style-type: none">• Recognition of Strategic Employment Areas with 7 conceptual areas identified in the York ROP• At the local level, there are 24 different employment designations across the Region• Policies in the ROP identifying protection for employment areas |

¹⁶ York Region. 2010. ROP Chapter 4, Economic Vitality: <https://www.york.ca/wps/wcm/connect/yorkpublic/63bb3c1c-2edd-4014-aad0-8eab881f4452/yropConsolidation2016AccessibleMay42016Ch4.pdf?MOD=AJPERES>



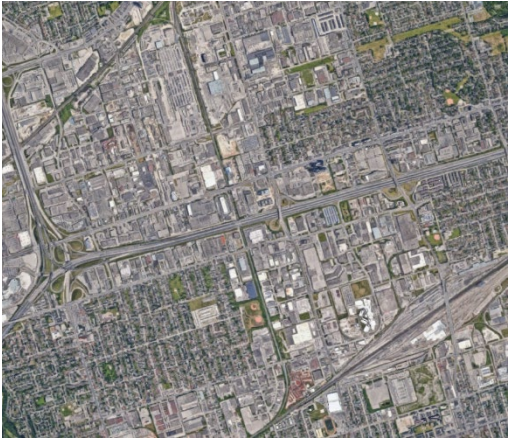
¹⁷ Figure 2 of ROP: Strategic Employment Lands: <https://www.york.ca/wps/wcm/connect/yorkpublic/3593534d-0b45-4d74-91c1-01913fe0201c/yropOfficeConsolidationFigure2Accessible.pdf?MOD=AJPERES>

¹⁸ York Region Vacant Employment Land Inventory: <https://www.york.ca/wps/wcm/connect/yorkpublic/faa33468-b3c9-464a-9676-10be05613f20/mar+22+vacant+ex.pdf?MOD=AJPERES>

| County of Simcoe | | | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Major Employment Areas | Hierarchy of Employment Lands | Access to Transportation Infrastructure | Access to Inter-Regional Economic Markets | Significant Scale and Cluster of Economic Output | Flexibility of Land Use Patterns | Recognition and Protection within Land Use Planning |
|    | <ul style="list-style-type: none">• Yes—hierarchy of employment lands identified in Amendment to the Growth Plan in 2013 through the introduction of the Simcoe Sub-Area policies• Growth Plan identifies and prioritizes Strategic Settlement Employment Areas and Economic Employment Districts• Employment areas identified in the Growth Plan:<ul style="list-style-type: none">◦ <i>Bradford West Gwillimbury strategic settlement employment area</i>◦ <i>Innisfil Heights strategic settlement employment area</i>◦ <i>Lake Simcoe Regional Airport economic employment district</i>◦ <i>Rama Road economic employment district</i>• One employment area identified as Provincially significant<ul style="list-style-type: none">◦ Aliston Employment Area (Honda Manufacturing) | <ul style="list-style-type: none">• Yes—Strategic location along Highway 400, between GTHA and northern Ontario/link to western Canada• Multiple rail corridors serve various major employment areas• Direct rail access to major manufacturing facilities/employment areas• Close proximity to Pearson International Airport• Highway 400• CP/CN rail corridors | <ul style="list-style-type: none">• Honda Manufacturing Plant (identified as PSEZ) serves Canada-wide market for automobiles/engine manufacturing• Major highways and railways connected to continent wide networks | <ul style="list-style-type: none">• Honda Assembly Plant – supports significant scale of employment and other employment uses/businesses | <ul style="list-style-type: none">• Majority of major employment areas greater than 80 hectares in size• Parcel sizes are large, range from 1.5 to >10 hectares in size• Various zoning and OP designations which permit range of industrial/manufacturing and office uses• Some employment areas (particularly strategic employment areas identified in the Growth Plan) are largely vacant – represent greenfield opportunities to support future employment growth over the planning horizon of the Plan• Employment areas are located away/buffered from sensitive land uses (e.g. residential uses) and are relatively not impact by environmental constraints | <p>Section 3.9 Strategic Employment Areas and Economic Employment Areas</p> <p>Specialized employment opportunities are provided for in the Strategic Settlement Employment Areas and Economic Employment Districts.</p> <p>Plan recognizes two strategic settlement employment areas and two economic employment districts within the County:</p> <ul style="list-style-type: none">• Lake Simcoe Regional Airport Economic Employment District; and• Rama Road Economic Employment District• Innisfil Heights Strategic Settlement Employment Area; and• Bradford West Gwillimbury Strategic Settlement Employment Area <p>3.9.5 In the directive issued by the Minister of Infrastructure, the boundaries and appropriate uses permitted in the strategic settlement employment areas and the economic employment districts are detailed and may be reviewed and amended from time to time or at the request of the local municipalities.</p> <p>3.9.6 The strategic settlement employment areas and the economic employment districts are identified on Schedule 5.1.2 to this Plan and the boundaries as determined by the Minister of Infrastructure are shown on Schedule 5.1. The local municipalities in which they are located will delineate the location and boundaries in their official plans and develop official plan policies to implement the matters detailed in the directive issued by the Minister of Infrastructure including but not limited to permitted uses.</p> <p>3.9.7 Lands within the strategic settlement employment areas and economic employment districts are considered designated Greenfield area and subject to the density target of the respective local municipality.</p> <p>3.9.8 The local municipalities shall identify and protect the natural heritage systems, natural features and functions within the strategic settlement employment areas and economic employment districts.</p> |



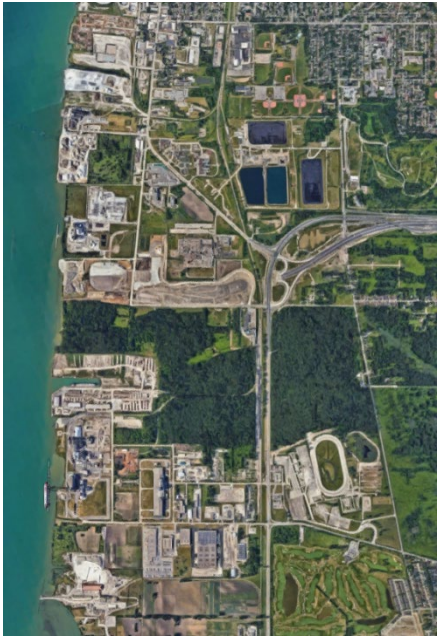
| City of Hamilton | | | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Major Employment Areas | Hierarchy of Employment Lands | Access to Transportation Infrastructure | Access to Inter-Regional Economic Markets | Significant Scale and Cluster of Economic Output | Flexibility of Land Use Patterns | Recognition and Protection within Land Use Planning |
|    | <ul style="list-style-type: none">• Yes—specific employment areas identified in Urban Hamilton Official Plan (UHOP)• Secondary Plans/specific policies contained in UHOP for West Hamilton Innovation District and Airport Economic Growth District (AEGD); identified as significant and of higher significance than other employment areas• Total of three employment areas identified as provincially significant:<ul style="list-style-type: none">◦ Hamilton Centre◦ Hamilton Port/QEW◦ Hamilton Airport | <ul style="list-style-type: none">• Yes—nearly all major employment areas in Hamilton have direct access to either a major highway, railway corridor or shipping port; major transportation facilities are listed below:<ul style="list-style-type: none">• Port of Hamilton• Access to multiple rail corridors• Highway 403• QEW Highway• Hamilton International Airport | <ul style="list-style-type: none">• Regional access to GGH and US markets through rail and highway network• Airport identified as significant international transportation linkage—businesses in proximity to airport have access to international market via air travel/cargo• Direct access to GTHA, Southern Ontario and US markets via Highways 403 and QEW• Opportunities for access to North American-wide rail system• International harbour/port focal point of central employment lands• Close proximity to Quebec and US markets | <ul style="list-style-type: none">• Yes – major hub and cluster of steel producing plants and ancillary employment uses along Port of Hamilton• Significant scale and cluster of shipping and navigation-related employment uses along Port of Hamilton | <ul style="list-style-type: none">• Yes – employment lands are of significant size of accommodate range of employment uses and adequately buffer from surrounding sensitive land uses• Parcel sizes are of a significant size to provide flexibility for employment uses; regular lotting pattern; provides a mix of parcel sizes and employment are types (e.g. business parks vs. industrial areas)• For example, lands in Hamilton Innovation District range from 0.1 to 6 hectares in size¹⁹• Lands surrounding Hamilton Airport largely vacant and planned for development through comprehensive secondary plan to ensure viability of employment lands and land use compatibility with surrounding areas | <p>Multiple employment area designations</p> <p>Industrial Land Designation</p> <ul style="list-style-type: none">• full range of manufacturing uses, warehousing, repair service, building or contracting supply establishments, building and lumber supply establishments, transport terminals, research and development, communication establishment, private power generation, dry cleaning plants, salvage/storage yards, and motor vehicle repair and wrecking; <p>Business Park Designation</p> <ul style="list-style-type: none">• manufacturing, warehousing, repair service, building or contracting supply establishments, building and lumber supply establishments, transportation terminals, research and development, office, communication establishment, and private power generation. Salvage yards and other uses which are unsightly or otherwise incompatible with the design policies and image for business parks shall be prohibited; <p>Airport Employment Growth District (AEGD)</p> <ul style="list-style-type: none">• is designed to provide for a major business park development which: effectively integrates with and complements the existing John C. Munro Hamilton International Airport; integrates with the residential development abutting Garner Road / Twenty Road; recognizes and permits certain existing land uses to continue until they are redeveloped; and respects and enhances prominent natural areas. The planned development includes 97 net developable hectares in the existing airport business park (within the current urban boundary). |

¹⁹ <https://www.investinhamilton.ca/wp-content/uploads/2016/08/WHID-BusPark.pdf>

| City of Toronto | | | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Major Employment Areas | Hierarchy of Employment Lands | Access to Transportation Infrastructure | Access to Inter-Regional Economic Markets | Significant Scale and Cluster of Economic Output | Flexibility of Land Use Patterns | Recognition and Protection within Land Use Planning |
|    | <ul style="list-style-type: none"> Yes—identifies different scales/significance of employment areas through incorporation of “General” and “Core” employment areas (OPA 231 – still under appeal) Core employment areas support traditional employment uses (i.e. manufacturing, warehousing, industrial) General employment areas support broader mix of employment including offices, mix of retail/commercial ancillary uses Total of 10 PSEZs identified: <ul style="list-style-type: none"> 427 QEW Pearson Airport Hub (Airport) 400 407 (Highway 400 Corridor) 400 407 (Keele Dufferin) Toronto (Unilever Eastern) 404 407 (Markham, Richmond Hill and Toronto) Canadian Pacific (North) Canadian Pacific (South) 404 407 (Milliken) Pearson Airport Hub (Hwy 50 Corridor) | <ul style="list-style-type: none"> Yes—City centrally located within GGH; all major employment areas in Toronto have direct access to either a major highway or railway corridor Close proximity to international airport; multimodal facilities; port lands; 400-series highways major transportation facilities are listed below: <ul style="list-style-type: none"> Highway 404 Highway 400 Highway 401 Highway 427 Gardiner Expressway Don Valley Parkway Multiple CP/CN rail corridors and rail yards Toronto Port/Portands | <ul style="list-style-type: none"> Direct access to Windsor-Quebec corridor via Highway 401 Direct access to GTHA and Southern Ontario markets via Highways 401, Gardiner Expressway, DVP/Hwy 404, Hwy 400 and 407 Opportunities for access to North American-wide rail system Close proximity to Quebec and US markets (approx. 110 kilometres to US border, or 1.5 hour drive) | <ul style="list-style-type: none"> As of 2015, 337,701 full time jobs are located in the City's Employment Areas²⁰ Employment areas support regional and international market demands; several world/regional headquarters are located throughout the City's employment areas (e.g. food and beverage manufacturing) Employment areas support significant share of manufacturing sector employment, comprising approximately a third of Employment Area employment; manufacturing makes up only 1% of employment in the rest of the city | <ul style="list-style-type: none"> Approximately 8,000 hectares of land designated for employment area use City-wide²¹ Broadening range of permitted uses in Core and General Employment Areas; particularly around major transit station areas with the opportunity to attract more office employment uses General employment area serves as buffer for core employment area – added protection for manufacturing uses and mitigates compatibility issues | <ul style="list-style-type: none"> Yes—OPA 231 defines Employment Areas, which are comprised of both Core Employment Areas and General Employment Areas. Employment Areas are areas designated in this Plan for clusters of business and economic activities including, but not limited to, manufacturing, warehousing, offices, and associated retail and ancillary facilities; areas will be used exclusively for business and economic activities in order to: <ul style="list-style-type: none"> retain sufficient availability of lands, for both current and future needs, for industrial functions such as manufacturing and warehousing which are permitted only within Employment Areas and Regeneration Areas; protect and preserve Employment Areas for current and future business and economic activities. |



²⁰ <https://www.toronto.ca/legdocs/mmis/2017/pg/bgrd/backgroundfile-107360.pdf>

²¹ <https://www.toronto.ca/legdocs/mmis/2017/pg/bgrd/backgroundfile-107360.pdf>

| City of Windsor | | | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Major Employment Areas | Hierarchy of Employment Lands | Access to Transportation Infrastructure | Access to Inter-Regional Economic Markets | Significant Scale and Cluster of Economic Output | Flexibility of Land Use Patterns | Recognition and Protection within Land Use Planning |
|    | <ul style="list-style-type: none"> • Yes – Official Plan recognizes employment lands through industrial and Business Park designations • Official Plan also recognizes “Future Employment Area” under Section 6.13 • The Future Employment Area designation is intended to accommodate future Industrial and Business Park designations • The Official Plan also requires a high standard of architectural and landscape design for Industrial and Business Park designations adjacent to the Highway 401 corridor given its visibility along an international gateway | <ul style="list-style-type: none"> • Yes – employment lands well-connected to regional transportation networks • Majority of employment lands are located within close proximity (approx. 2 km) of a range of major highway, rail, harbour and air transportation networks including those with direct international connections to the United States • major transportation facilities are listed below: <ul style="list-style-type: none"> • Highway 401 • E.C. Row Expressway • Windsor International Airport • CN rail corridors • Windsor Port Authority Lands • Michigan Central Rail Tunnel • Detroit-Windsor Bridge | <ul style="list-style-type: none"> • Direct access to Windsor-Quebec corridor via Highway 401 • Direct access to GTHA and Southern Ontario markets via Highways 401, 402 and 403 • Relatively isolated to the rest of Ontario/Canada compared to other Southern Ontario Municipalities • Conversely, Windsor has one of the closest proximities to a large international market with the United States with various highway, tunnel and rail connections to the City of Detroit • Windsor strategically located within 4.5 hour drive to numerous large North American cities including Chicago, Detroit, Toronto, Columbus, Pittsburgh, Buffalo, etc. | <ul style="list-style-type: none"> • Strong growth of employment-related investment with approx. \$94-million of new investment in the region, through both public and private investment streams (2018)²² • Employment areas support regional and international market demands; employment areas are key to supporting cross-border trade with the United States | <ul style="list-style-type: none"> • Significant supply of vacant employment lands in Windsor, including the new supply of business parks and future employment lands in the Sandwich South Area of Windsor designated in OPA No. 60 provides of employment lands to accommodate projected employment growth for the 20 year planning period • Most recently available data shows the overall average employees per hectare factor for employment lands is approximately 22.6²³ • Range in employment land parcel size throughout the City including larger industrial parcels (10-15 ha) and smaller business/office-oriented parcels located in proximity to the airport (0.5-2 ha) | <ul style="list-style-type: none"> • Yes—Employment lands identified under Section 6.4 of the City’s Official Plan: <i>Employment lands provide the main locations for business and industrial activities. In order to strengthen Windsor’s economy, meet the land and infrastructure needs of employment activities and address concerns over compatibility, employment land uses are provided under two designations on Schedule D as either Industrial or Business Park.</i> • Future Employment Areas are protected from redesignation under Section 6.13 of the Official Plan, stating “<i>redesignation or development of Future Employment Areas shall require completion of Secondary Plans and other appropriate studies relating to physical servicing, transportation, Class Environmental Assessment or others as required by this Official Plan</i>” |

²² http://choosewindsorsex.com/sites/default/files/files/AnnualReport_2018_WEB.pdf

²³ <https://www.citywindsor.ca/residents/planning/Plans-and-Community-Information/Official-Plan-Review/Documents/OPR%202020-Year%20Employment%20Projections%20and%20Employment%20Land%20Needs%20Analysis.pdf>

| City of Sarnia | | | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Major Employment Areas | Hierarchy of Employment Lands | Access to Transportation Infrastructure | Access to Inter-Regional Economic Markets | Significant Scale and Cluster of Economic Output | Flexibility of Land Use Patterns | Recognition and Protection within Land Use Planning |
|   | <ul style="list-style-type: none">• Yes—Sarnia's Official Plan identifies the "Petrochemical Complex" as a significant employment area that is distinctive from other employment areas• The Petrochemical Complex is recognized as an internationally important cultural heritage landscape rooted in petro-chemical production and innovation. The City of Sarnia encourages the preservation and adaptive reuse of culturally significant elements of the industrial landscape, including Horton Spheres, administration and research buildings, and power plants | <ul style="list-style-type: none">• Yes – employment lands well-connected to regional transportation networks• Majority of employment lands are located within close proximity (approx. 2 km) of a range of major highway, rail, harbour and air transportation networks including those with direct international connections to the United States• major transportation facilities are listed below:<ul style="list-style-type: none">• Highway 402• E.C. Row Expressway• Windsor International Airport• CN rail corridors• Windsor Port Authority Lands• Michigan Central Rail Tunnel• Detroit-Windsor Bridge | <ul style="list-style-type: none">• Direct access to Windsor-Quebec corridor via Highways 402 and 401• Direct access to GTHA and Southern Ontario markets via Highways 401, 402 and 403• Relatively isolated to the rest of Ontario/Canada compared to other Southern Ontario Municipalities• Similar to Windsor, Sarnia has one of the closest proximities to a large international market with the United States with various highway, tunnel and rail connections to Port Huron, Michigan | <ul style="list-style-type: none">• Sarnia's Petrochemical and Refining Complex is the second largest cluster of companies in the petrochemical and refining sector²⁴• Today, the Complex includes three refineries and more than thirty-five interrelated chemical facilities with various processes utilized across the industry• Employment areas support regional and international market demands; employment areas are key to supporting cross-border trade with the United States | <ul style="list-style-type: none">• Employment areas provide a land base for a wide range of non-retail business and economic activities, and ancillary uses. Employment areas shall be protected in order to meet current and future employment growth needs• The airport provides a secure land base for the municipal airport and airport-related employment uses of various sizes and scales | <ul style="list-style-type: none">• Yes—Official Plan recognizes employment areas under section 4.7: <i>Employment areas shall be protected, maintained and improved for non-retail employment functions over the long term. Uses that support this direction consist of manufacturing, offices, warehousing, distribution, research and development facilities, utilities and retail outlets ancillary to the preceding uses.</i> <i>The City favours the development of eco-industrial development where occupants seek to minimize or eliminate waste generation, energy use, and other environmental impacts through symbiotic arrangements with other facilities.</i> <i>Within employment areas, restaurants and small-scale shops and services that mainly serve area businesses and workers may locate on Arterial and Collector roads only</i> |

²⁴ <https://33sgq1wqdn71n18qv11fgblh-wpengine.netdna-ssl.com/wp-content/uploads/2019/11/SLEP-Petrochemical-and-Refining-Complex-Booklet.pdf>

Appendix D

Assessment of Niagara Region's employment areas

Appendix D: Assessment of Niagara Region’s Employment Areas (please refer to the attached map for Employment Area references)

| Map # - (Code) Municipality | Employment Area | Designated for Employment Uses | Access to Transportation Infrastructure | Access to Inter-Regional Economic Markets | Significant Scale of Economic Output | Flexibility of Land Use Patterns |
|--------------------------------|-------------------------------------------------------------------|-----------------------------------------------------------|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|---------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| | | Identified and protected within Local Area Official Plans | Close proximity (within 2 km) of 400-series highway, airport, access to rail corridor and/or canal | Serves regional/ international market needs; source of inter-regional trade | Supports range of employment uses; significant employment generator | Adequately buffered from residential /environmental constraints; large, rectangular lots |
| (1) Fort Erie | Stevensville Industrial Park | ✓ | ✓ | ✗ | ✗ | ✗ |
| (2) Fort Erie | Fort Erie Industrial Park | ✓ | ✓ | ✓ | ✓ | ✓ |
| (3) Grimsby | Grimsby West Employment Area | ✓ | ✓ | ✓ | ✗ | ✓ |
| (4) Grimsby | Grimsby East Employment Area (D) | ✓ | ✗ | ✗ | ✗ | ✗ |
| (5) Lincoln | Beamsville Industrial Park | ✓ | ✓ | ✓ | ✗ | ✓ |
| (6) Lincoln | Lincoln King Street/Bartlett Road Employment Area | ✓ | ✗ | ✗ | ✗ | ✗ |
| (7) Niagara Falls | Niagara Falls Highway 405 Employment Area | ✓ | ✓ | ✓ | ✗ | ✗ |
| (8) Niagara Falls | North Niagara Falls Secure Storage Employment Area | ✓ | ✓ | ✓ | ✗ | ✗ |
| (9) Niagara Falls | Niagara Falls QEW/420 Employment Area | ✓ | ✓ | ✗ | ✗ | ✓ |
| (10) Niagara Falls | Niagara Falls QEW Centre Employment Area | ✓ | ✓ | ✗ | ✗ | ✗ |
| (11) Niagara Falls | South Niagara Falls Employment Area | ✓ | ✓ | ✓ | ✓ | ✓ |
| (12) Niagara Falls | Niagara Falls Dorchester Road Employment Area | ✓ | ✗ | ✗ | ✗ | ✗ |
| (13) Niagara Falls | Niagara Falls Stanley Avenue and Chippawa Parkway Employment Area | ✓ | ✗ | ✗ | ✓ | ✓ |
| (14) Niagara-on-the-Lake | Glendale Employment Area | ✓ | ✓ | ✓ | ✓ | ✓ |
| (15) Niagara-on-the-Lake | Niagara-on-the-Lake Virgil Employment Area | ✓ | ✗ | ✗ | ✗ | ✓ |
| (16) Port Colborne | West Port Colborne Employment Area | ✓ | ✓ | ✓ | ✓ | ✓ |
| (17) Port Colborne | East Port Colborne Employment Area | ✓ | ✓ | ✓ | ✓ | ✓ |
| (18) St. Catharines | St. Catharines Port Weller Employment Area | ✓ | ✗ | ✓ | ✗ | ✓ |
| (19) St. Catharines | Eastchester Employment Area | ✓ | ✓ | ✓ | ✓ | ✓ |
| (20) St. Catharines | St. Catharines QEW Centre Employment Area | ✓ | ✓ | ✗ | ✗ | ✓ |

| Map # - (Code) Municipality | Employment Area | Designated for Employment Uses | Access to Transportation Infrastructure | Access to Inter-Regional Economic Markets | Significant Scale of Economic Output | Flexibility of Land Use Patterns |
|--------------------------------|-----------------------------------------|--------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|---------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|
| | | Identified and protected within Local Area Official Plans | Close proximity (within 2 km) of 400-series highway, airport, access to rail corridor and/or canal | Serves regional/ international market needs; source of inter- regional trade | Supports range of employment uses; significant employment generator | Adequately buffered from residential /environmental constraints; large, rectangular lots |
| (21) St. Catharines | St. Catharines QEW West Employment Area | ✓ | ✓ | ✓ | ✗ | ✗ |
| (22) St. Catharines | St. Catharines Louth Employment Area | ✓ | ✓ | ✗ | ✓ | ✓ |
| (23) St. Catharines | St. Catharines Welland Canal Employment | ✓ | ✓ | ✓ | ✓ | ✓ |
| (24) Thorold | Thorold Brock Park Employment Area | ✓ | ✓ | ✓ | ✗ | ✓ |
| (25) Thorold | Thorold McCleary Drive Employment Area | ✓ | ✓ | ✗ | ✗ | ✗ |
| (26) Thorold | Thorold Highway 58 Employment Area | ✓ | ✓ | ✗ | ✗ | ✗ |
| (27) Thorold | Thorold Welland Canal Employment Area | ✓ | ✓ | ✓ | ✓ | ✓ |
| (28) Welland | Welland 406 Employment Area | ✓ | ✓ | ✓ | ✓ | ✓ |
| (29) Welland | West Welland Employment Area | ✓ | ✓ | ✓ | ✓ | ✓ |
| (30) Welland | East Welland Employment Area | ✓ | ✓ | ✓ | ✗ | ✗ |
| (31) West Lincoln | West Lincoln Employment Area | ✓ | ✗ | ✗ | ✗ | ✗ |

Appendix E

Workshop presentations and workbooks

Region of Niagara

EMPLOYMENT AREA STRATEGY INDUSTRY STAKEHOLDERS WORKSHOP

MHBC Planning
White Oaks Resort and Spa, NiagaraOn-The-Lake
Thursday, October 10, 2019



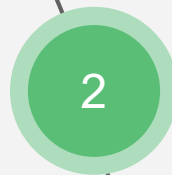
Workshop Agenda and Timeline

What we'll be covering and what we hope to achieve



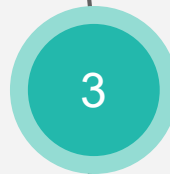
Work plan and background

Overview of previous work done and our approach to the Strategy



What are employment areas?

Define their characteristics and both physically and from a policy perspective



Best practices research

Physical characteristics and policy approaches to employment areas across Southern Ontario



Niagara's Employment Areas

Our research and assessment of Niagara Region's employment areas



Discussion Session

Discussion and feedback on our work-to-date, other areas to consider, and next steps

A photograph of a large steel arch bridge spanning a body of water. A semi-truck with a white trailer is crossing the bridge. The bridge has multiple arches and is supported by concrete piers. The background shows a city skyline and some industrial buildings. The entire image is overlaid with a semi-transparent green filter.

1. Work plan and background

Purpose of the Strategy

Identifying, planning for and protecting Niagara's employment areas

Developing a comprehensive policy framework is crucial to the Region's long-term economic health and vitality. The goal of the Strategy is to align the Region with new Provincial policy while leveraging strategic benefits such as location, transportation and trade to support future employment uses in a rapidly changing environment.

The Strategy sets out to achieve four key goals:

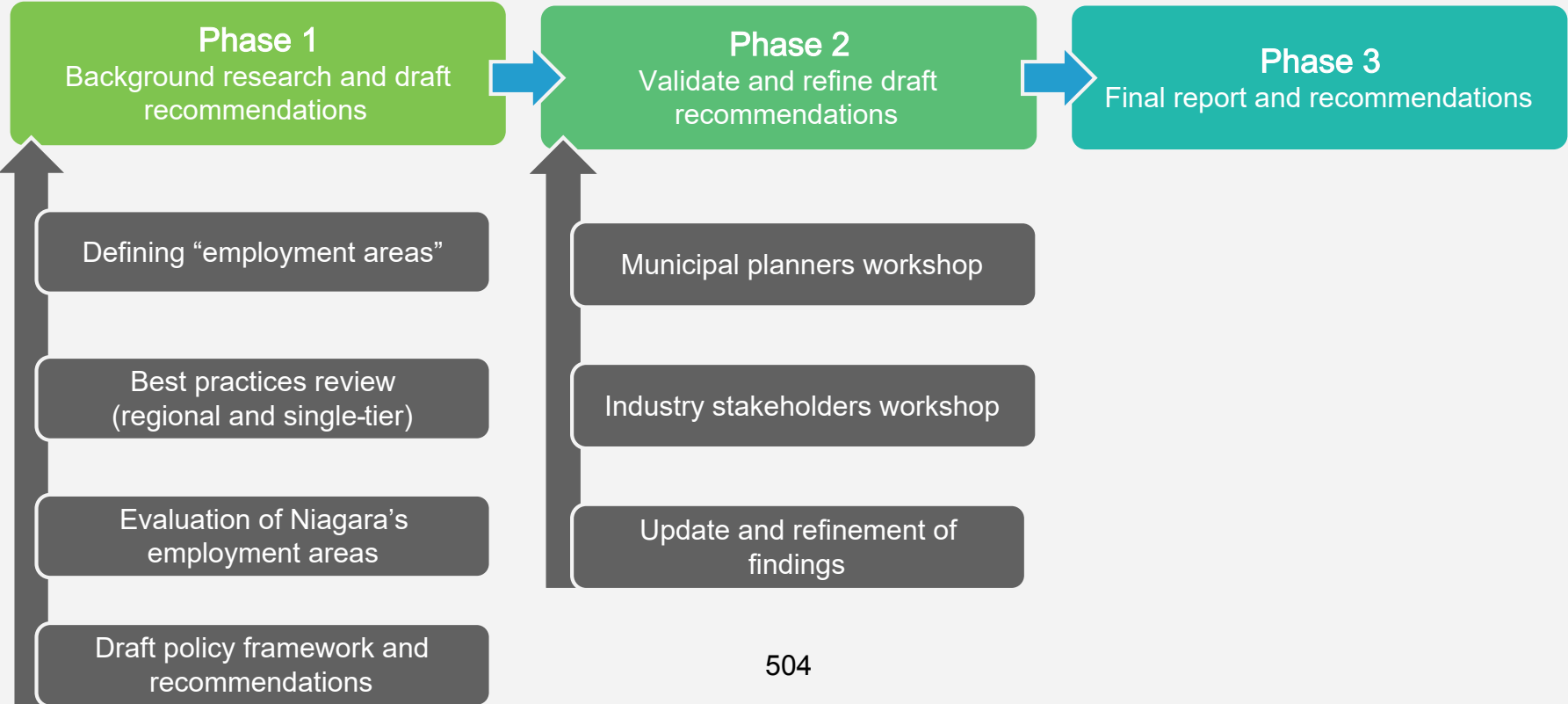
1.
Define
Employment
Areas

2.
Identify
Common
Characteristics

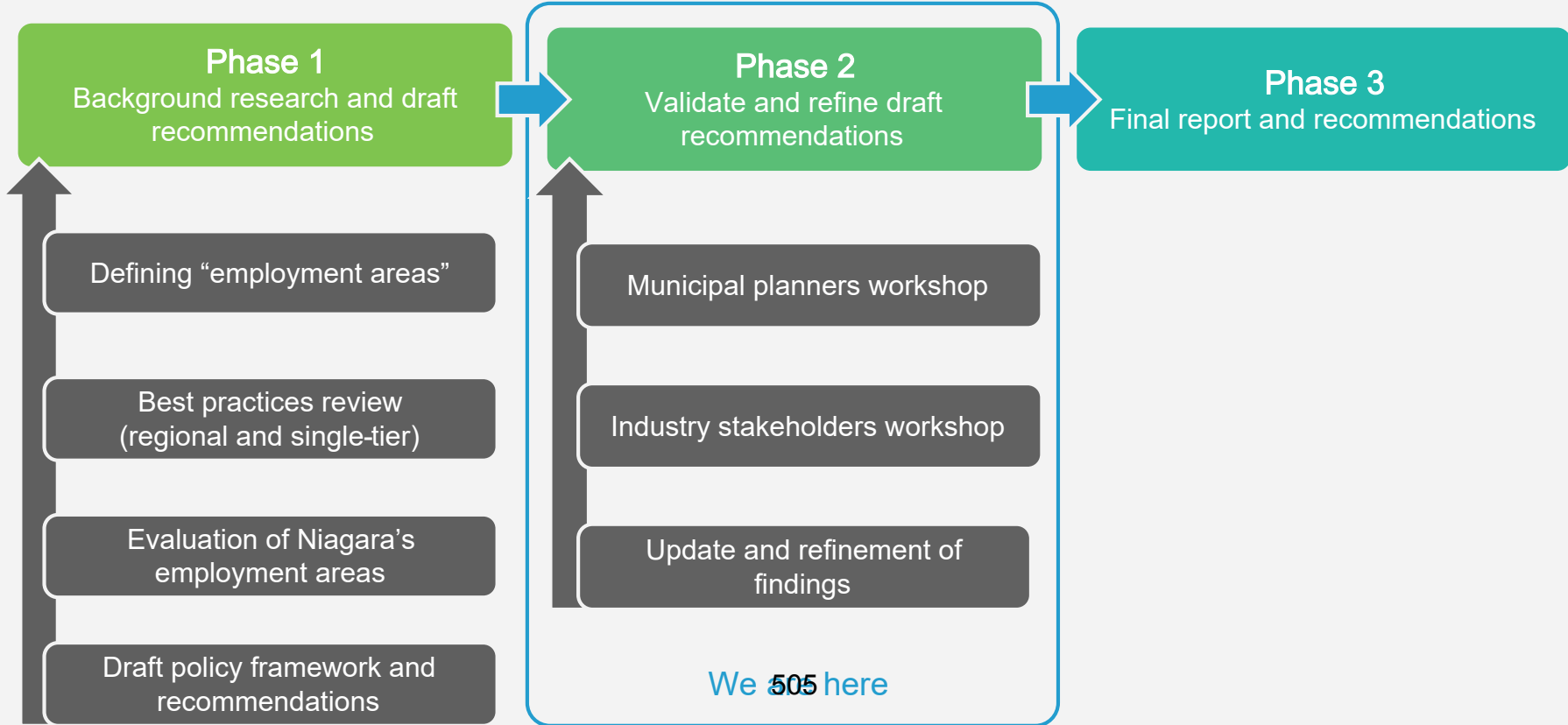
3.
Evaluate
Niagara's
Employment
Areas

4.
Provide Strategic
Policy Direction

Our Work Plan



Our Work Plan – Where We Area



Timeline of Previous Work

Taking a look at a changing policy landscape and how we got here



**PROVINCIAL
POLICY CHANGES**



**REGIONAL
PROCESSES**



**REGIONAL STUDIES
AND REPORTS**



**STAKEHOLDER
COLLABORATION**

An aerial photograph of an industrial site, possibly a construction or demolition area. A large, long building with a corrugated metal roof is the central focus. To the left of the building is a smaller, dark-colored structure. The ground around the buildings is covered in dirt, gravel, and various pieces of debris, including what looks like broken wood and metal. The entire image is overlaid with a semi-transparent green filter.

2. What are employment areas?

What are Employment Areas?

On the Ground

- Need to recognize current employment land and jobs within different categories
- Distinction between “traditional” employment (e.g. manufacturing/warehousing, major offices and corporate headquarters) and “population-based” employment (hospitals, universities, service and retail)

Policy Framework

- Recognize that “employment areas” are treated differently in policy
- In Ontario, there is a specific process for how employment areas are identified, what types changes can occur (i.e. conversion), and how changes can occur (i.e. MCR)

Industrial Areas



Business and Office Parks

PDS 14-2020
Appendix 1
May 13, 2020
Page 94

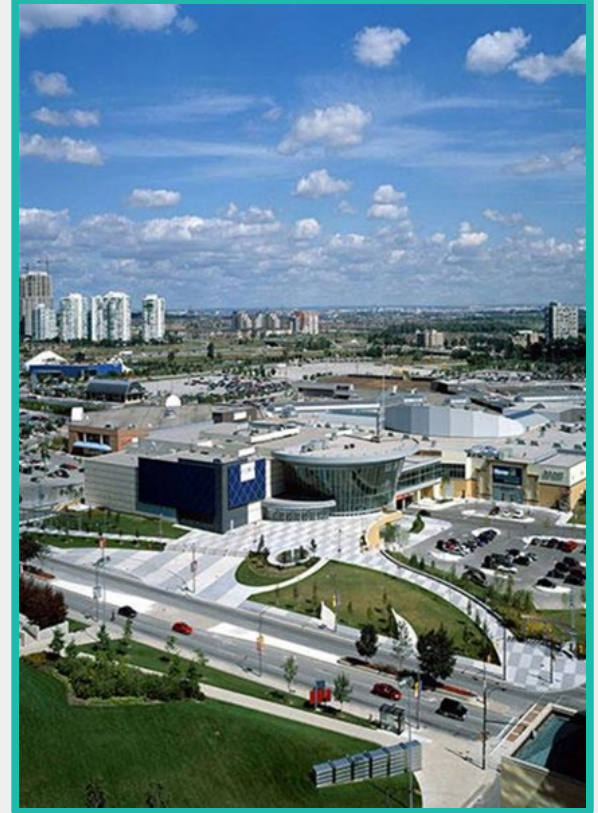


510

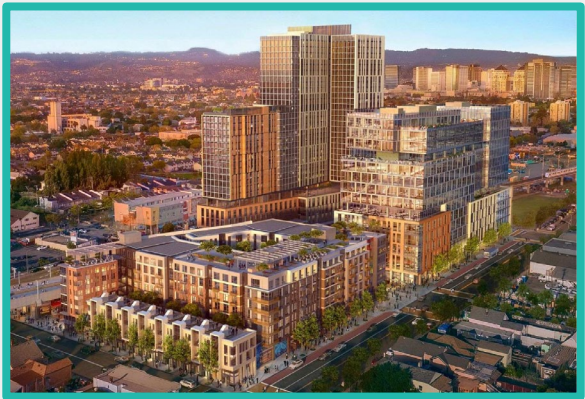


Commercial/Retail, Mixed -use Institutional Areas

PDS 14-2020
Appendix 1
May 13, 2020
Page 95

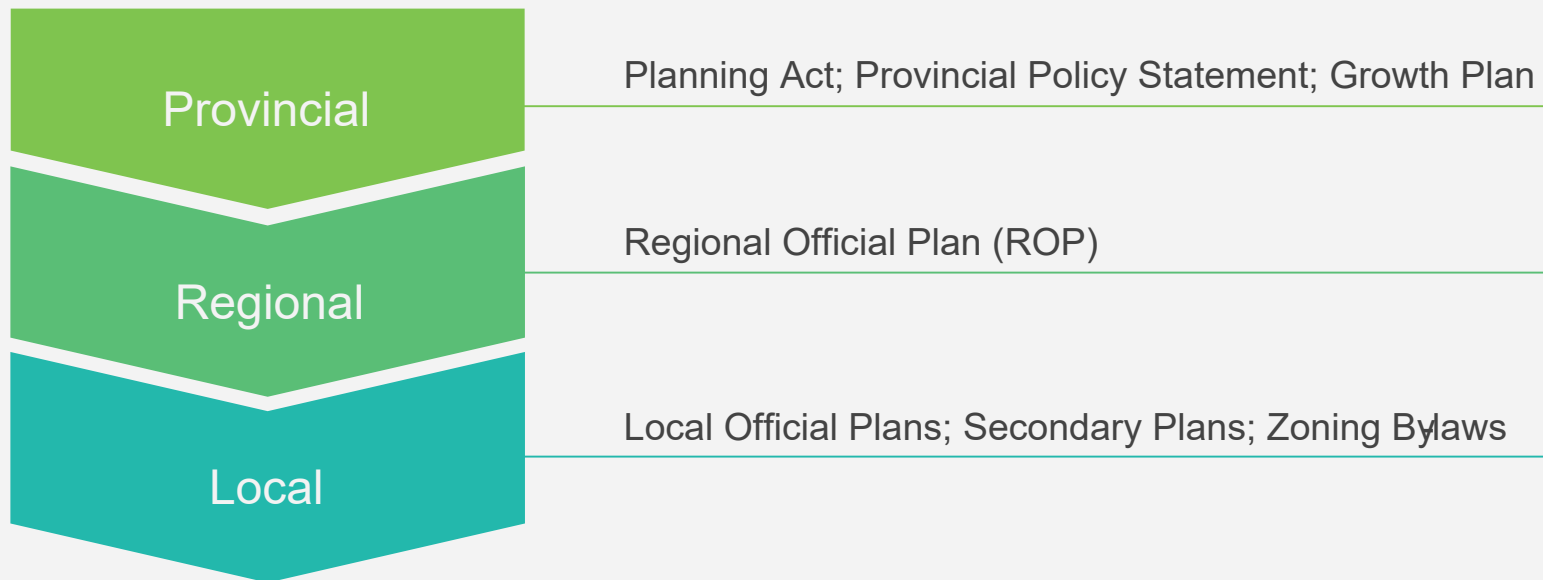


Innovation Districts



The Policy Context

The framework surrounding planning for employment areas



The Provincial Policy Context

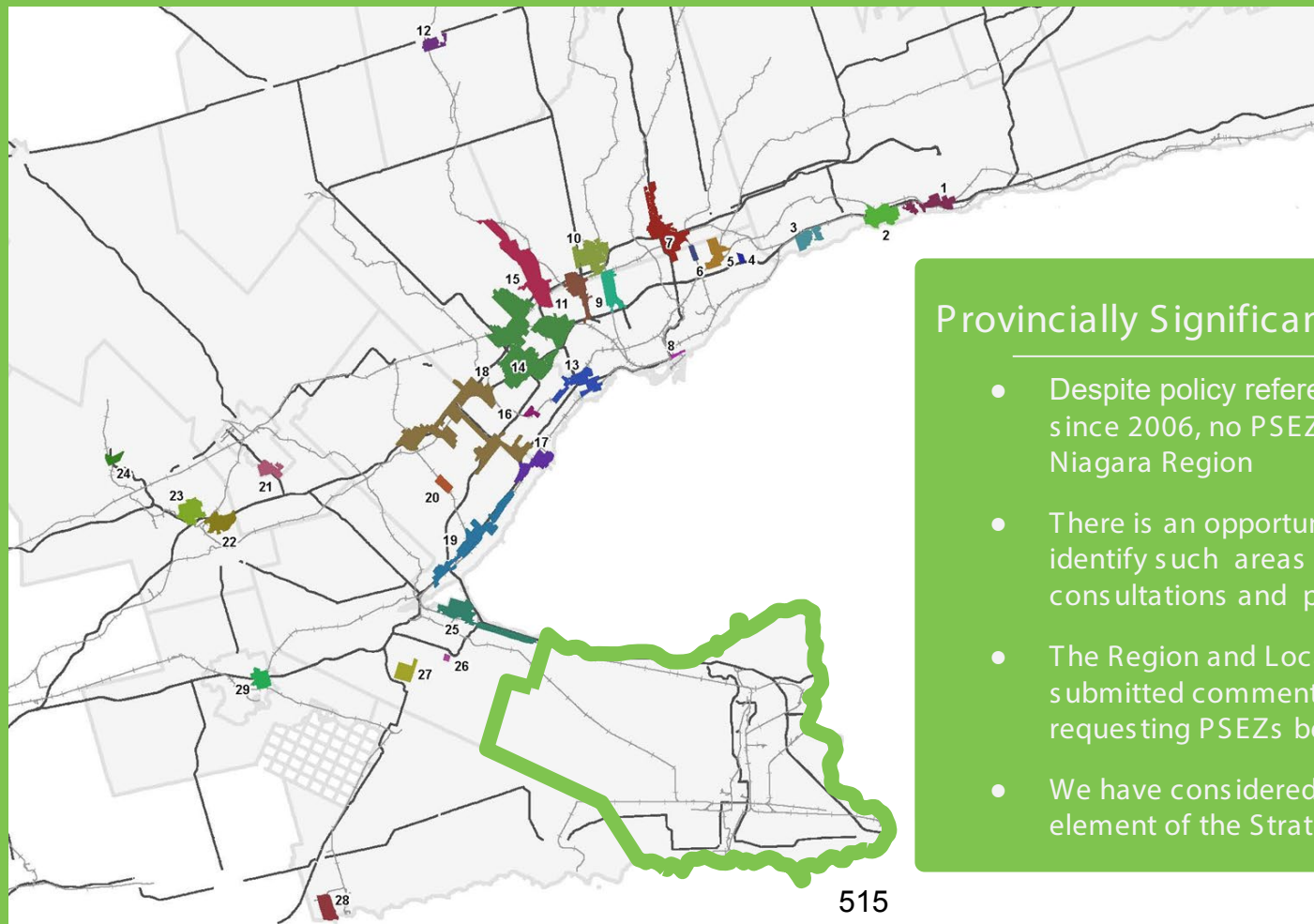
The framework surrounding planning for employment areas



Provincial

PPS/Growth Plan

- Defined as *"those areas designated in an official plan for clusters of business and economic activities including, but limited to, manufacturing, warehousing, offices, and associated retail and ancillary facilities"*
- Employment forecasts/land supply
- Growth targets
- Land use compatibility
- Conversions

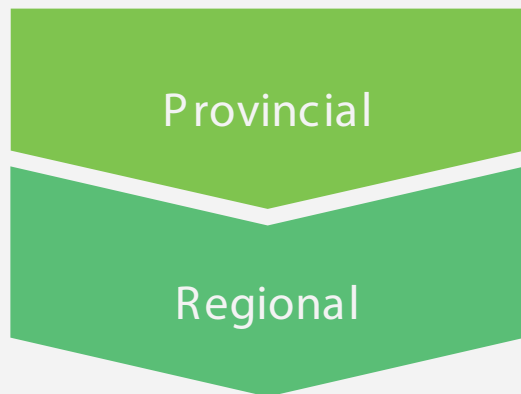


Provincially Significant Employment Zones

- Despite policy references in the Growth Plan since 2006, no PSEZ are currently identified in Niagara Region
- There is an opportunity for the Region to identify such areas through future consultations and processes with the Province
- The Region and Local Municipalities have submitted comments to the Province requesting PSEZs be recognized in Niagara
- We have considered this framework as a core element of the Strategy

The Regional Policy Context

The framework surrounding planning for employment areas



Regional Official Plan (ROP)

- Applies across all 12 municipalities in Niagara
- Currently designates Economic Gateway, Employment Lands, Rural Employment Lands
- Informed by previous Gateway and Non-Gateway employment lands studies

The Local Policy Context

The framework surrounding planning for employment areas



Local Official Plans; Secondary Plans; Zoning By-laws

- Guiding land use documents for each of Niagara's 12 Local Area Municipalities
- Variation in terms of designation and specific policies related to employment areas/lands

An aerial photograph of a city, likely Chicago, showing a large highway interchange with multiple lanes and overpasses. The surrounding area includes various buildings, parking lots, and green spaces. The image is overlaid with a semi-transparent teal color.

3. Best practices research

Best Practices Research

How other municipalities across Southern Ontario approach employment areas



Scope

Upper-tier municipalities (Simcoe, York, Durham, Halton, Peel, and Waterloo)

Single-tier municipalities (Hamilton and Toronto)

Border municipalities beyond the GGH (Windsor and Sarnia)

Purpose

Comparative review of policy approaches as well as the physical/land use characteristics of other employment areas in other regions

Better understand how Niagara's employment areas compare within a broader regional context

Methodology

Review of Regional and Local Official Plans, Employment Area/Lands Strategies and other economic development strategies

Physical review of these municipalities' identified employment areas in terms of location, size, output etc.

Key Findings

Identify key policy approaches that other municipalities take

Identify key physical and land use characteristics that define strategic employment areas in Southern Ontario

Best Practices Research

How other municipalities across Southern Ontario approach employment areas

Recognize certain employment areas as strategic and/or significant

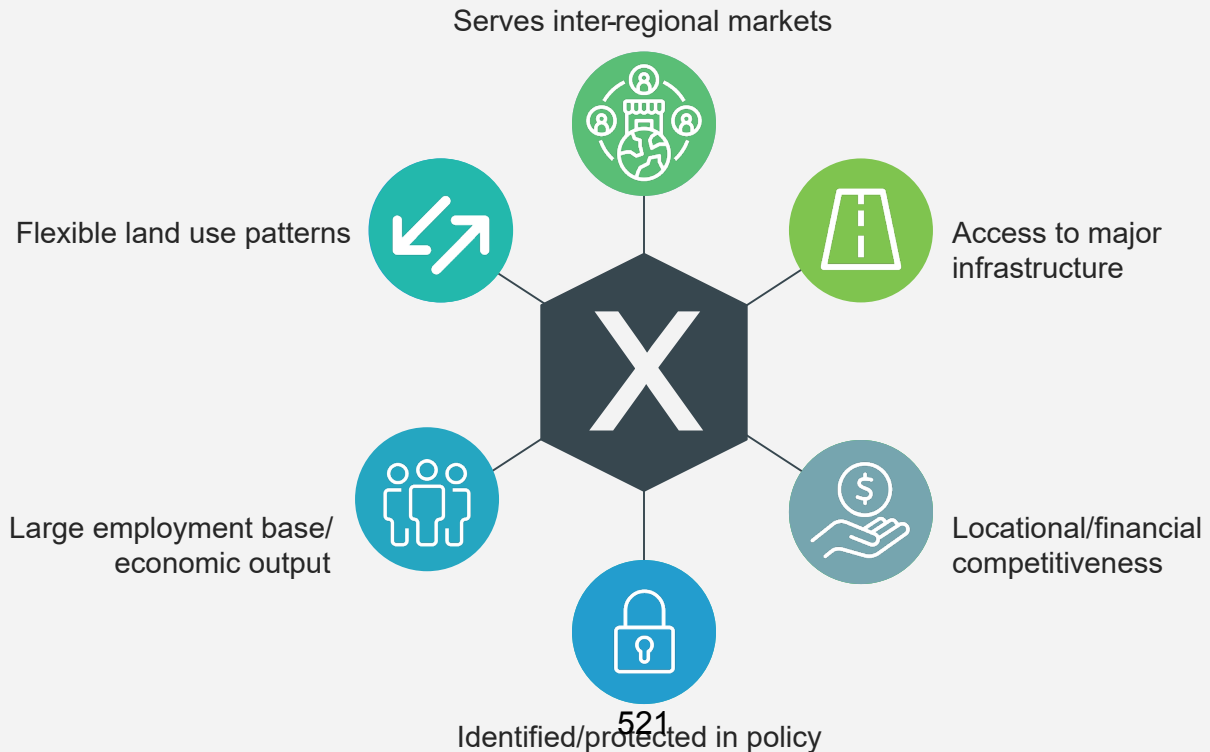
- Certain areas are strategic or have unique benefits due to location, size, employment base, type of employment, etc.
- Provide supportive policy framework for these areas with area-specific objectives/policies
- E.g. Airport Employment Growth District (Hamilton)

Identify and protect future strategic employment areas

- Employment areas that are designated but yet to be planned
- May be located outside of the built boundary, typically located adjacent to major transportation facilities
- Intended to accommodate employment area growth beyond 2041
- E.g. Future Strategic Employment Area overlay (Region of Halton)

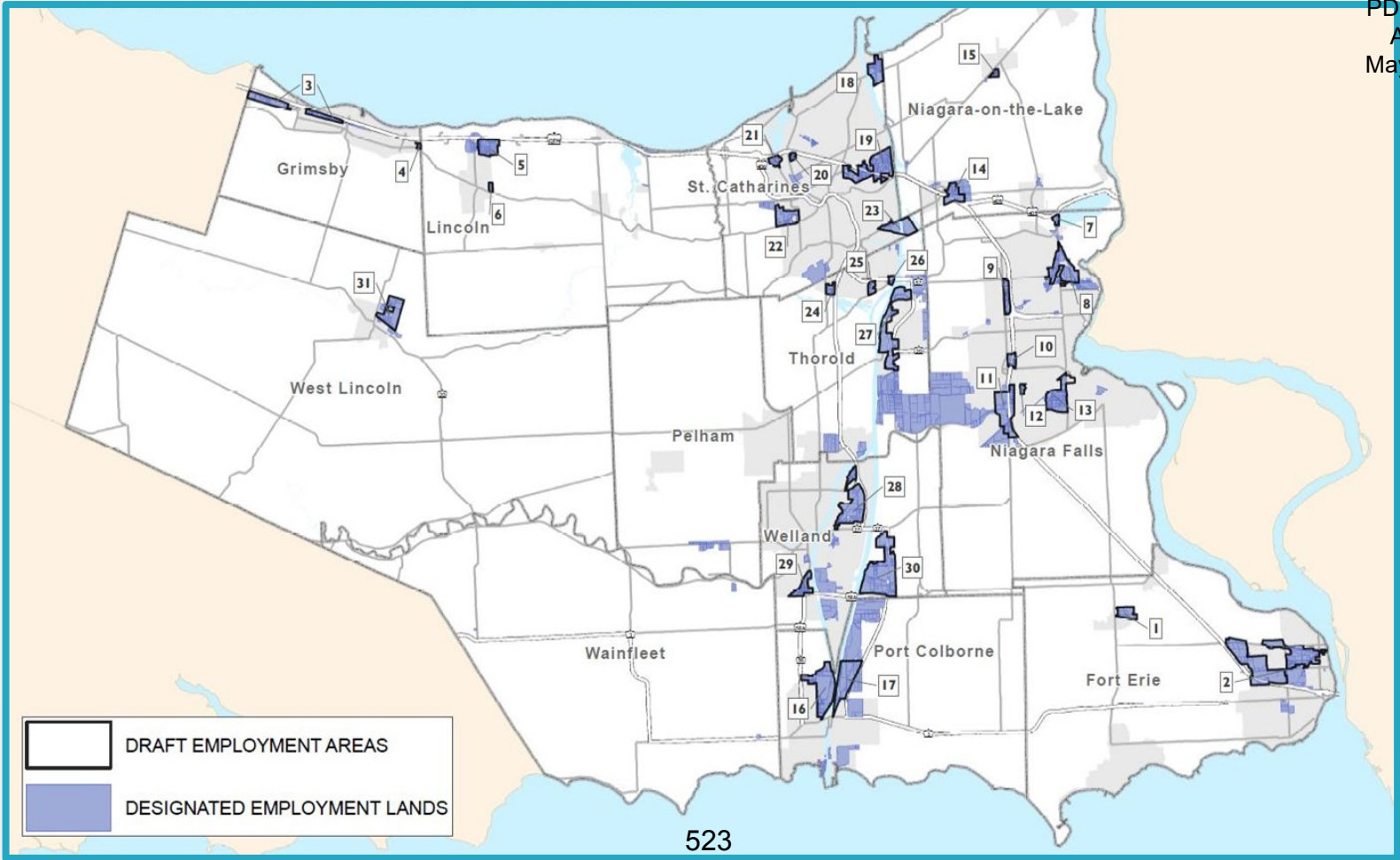
Criteria for Employment Areas

Based on a cross-jurisdictional review





4. Niagara's employment areas



Map of Niagara's Employment Areas

Assessing Niagara's Employment Areas

Our Work Process/Approach



Assessing Niagara's Employment Areas

Physical overview of existing conditions

- Total of 31 areas representing **3,587 hectares**
- Approx. **2,983 hectares** developable
- 68% are developed with **32% vacant**
- Average employment density of **21 jobs per hectare**
- Average building age of **30 years**
- 80% within **40 km** of a border crossing
- 80% within **2 km** of a highway interchange

Assessing Niagara's Employment Areas

S.W.O.T. analysis

- Excellent transportation access
- Proximity to border crossings
- Recognition of the "Gateway Corridor" in the Growth Plan
- Growth in manufacturing sector

S

- Relatively small and fragmented parcel sizes
- Many environmental constraints
- Building stock tends to be older
- Lack of major office spaces

W

- Vacant land available for expansion
- Expanded rail and canal access
- Planned infrastructure improvements and expansions

O

T

- No PSEZs currently identified in Niagara
- Existing residential uses within industrial/manufacturing areas

Applying Common Criteria

How do Niagara's employment areas compare?



Challenges for Employment Area Planning

- Adapting to a changing economy
- Urbanization
- Unserved land
- Conversion pressure
- Compatibility
- Others?



5. DISCUSSION SESSION

Question 1



What are the biggest challenges you face in relation to employment land planning and policies?

Question 2

Considering the 31 identified Employment Areas:

- Are there areas that are missing?
- Are there areas that should be modified?

Question 3

In defining “Employment Areas” as part of the Region’s Employment Area Strategy:

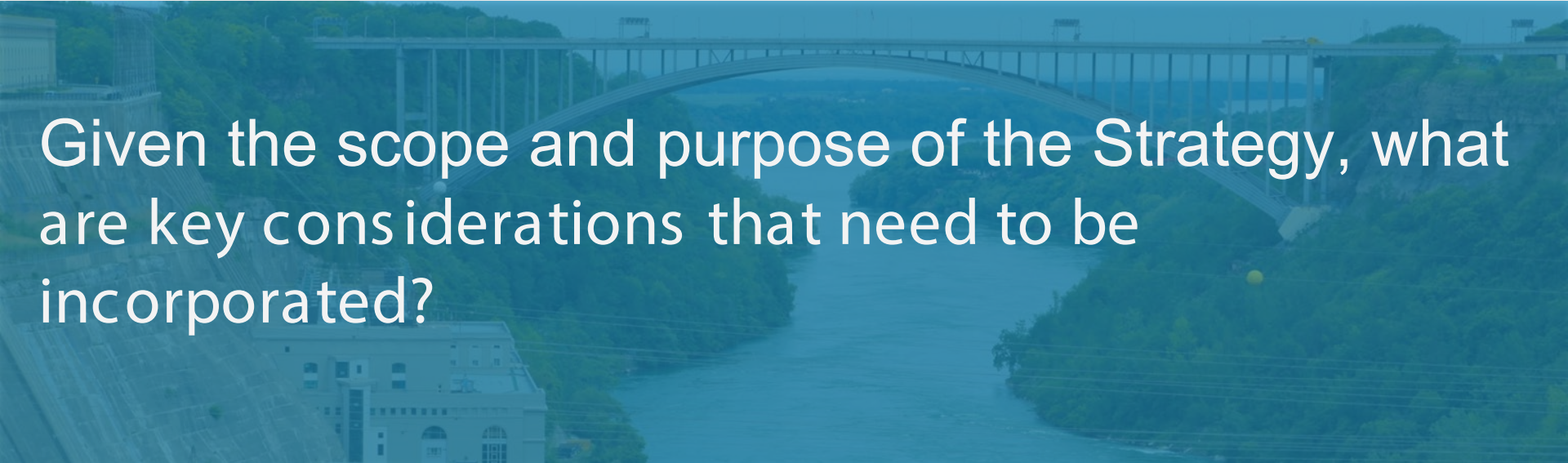
- Are the criteria useful?
- Are there other criteria that should be used?
- Should future strategic employment lands be included as employment areas assuming they meet criteria?

Question 4

How flexible or prescriptive should Employment Area policies be?

- What uses should be included as permitted uses that support employment?
- Should conversions require a regional review through an Official Plan Review process? Or, should a land use change be sufficient?

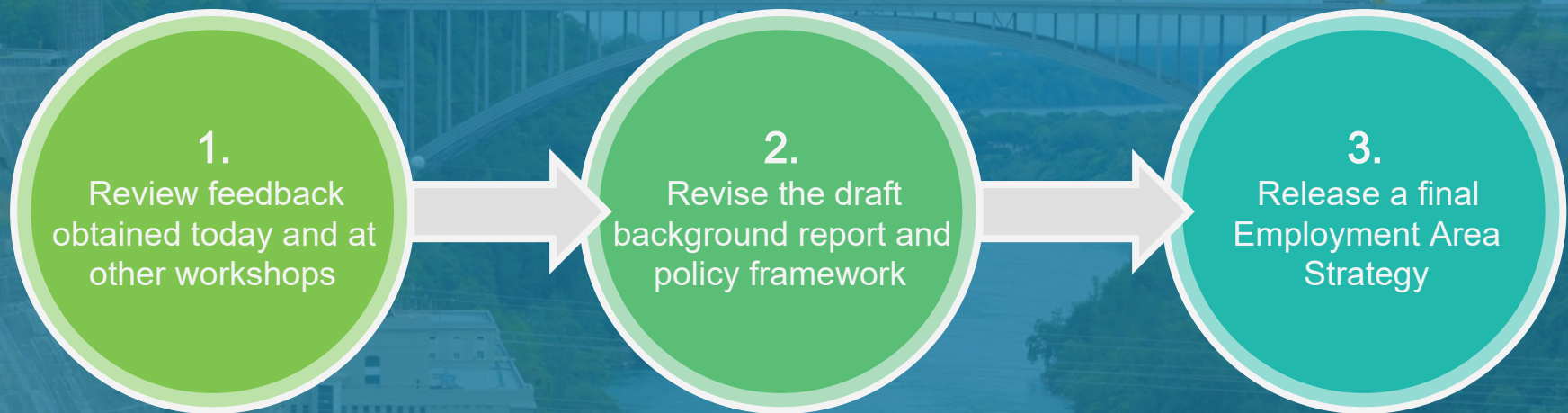
Question 5



Given the scope and purpose of the Strategy, what are key considerations that need to be incorporated?

Next steps

Towards the final Employment Area Strategy



Contact

Please feel free to take this package home with you for further thoughts and provide written comments to us by November 10.

**Dana Anderson
Hendren**

Partner, MHBC Planning
danderson@mhbcplan.com

Graham

Planner, MHBC Planning
ghendren@mhbcplan.com

Niagara  Region


MHBC
PLANNING
URBAN DESIGN
& LANDSCAPE
ARCHITECTURE



Thank you!



Niagara Region's Employment Area Strategy Workbook

Research Summary

Since December 2018, MHBC and urbanMetrics have worked in collaboration with the Region of Niagara to develop an Employment Area Strategy (the "Strategy"). Work to date includes a background report containing a preliminary assessment of the Region's employment areas in relation to other municipalities across the Greater Golden Horseshoe (GGH) and other border municipalities, and a draft policy framework and recommendations to ensure these areas are protected and enhanced over the long term to support existing and future employment-related activities.

The Strategy and supporting draft policy recommendations were developed by:

1. Specifying the functions of employment areas and noting the definitions and policies for employment areas and employment lands both physically and within the current land use planning framework;
2. Reviewing policy approaches to employment areas across the GGH and border municipalities, and identifying common characteristics; and,
3. Completing an assessment of the Region's past work on its employment areas and evaluating how identified employment areas within Niagara relate to the broader GGH contexts.

The Strategy assesses the current Employment Area planning policy framework at Provincial and Regional levels to determine how the existing physical Employment Areas within Niagara best fit within the framework. Findings and recommendations of the report will be refined through Phase 2 of the Strategy which will involve stakeholder input collected during workshops and interviews. A final report will be produced that includes a consultation summary and final policy framework to assist the Region in its implementation of the Strategy through an amendment to its existing Regional Official Plan (the "ROP").

A third phase of the Strategy will involve testing the implementation of draft policy recommendations. Work will involve identifying future employment areas and creating a concept plan that broadly defines potential employment clusters and nodes. The concept plan will use technical analysis to refine future employment area boundaries based on examining environmental, servicing, and transportation considerations.

Developing a comprehensive policy framework is crucial to the Region's long-term economic health and vitality. The goal of the Strategy is to align the Region with new Provincial policy while leveraging strategic benefits such as location, transportation and trade to support future employment uses in a rapidly changing environment.

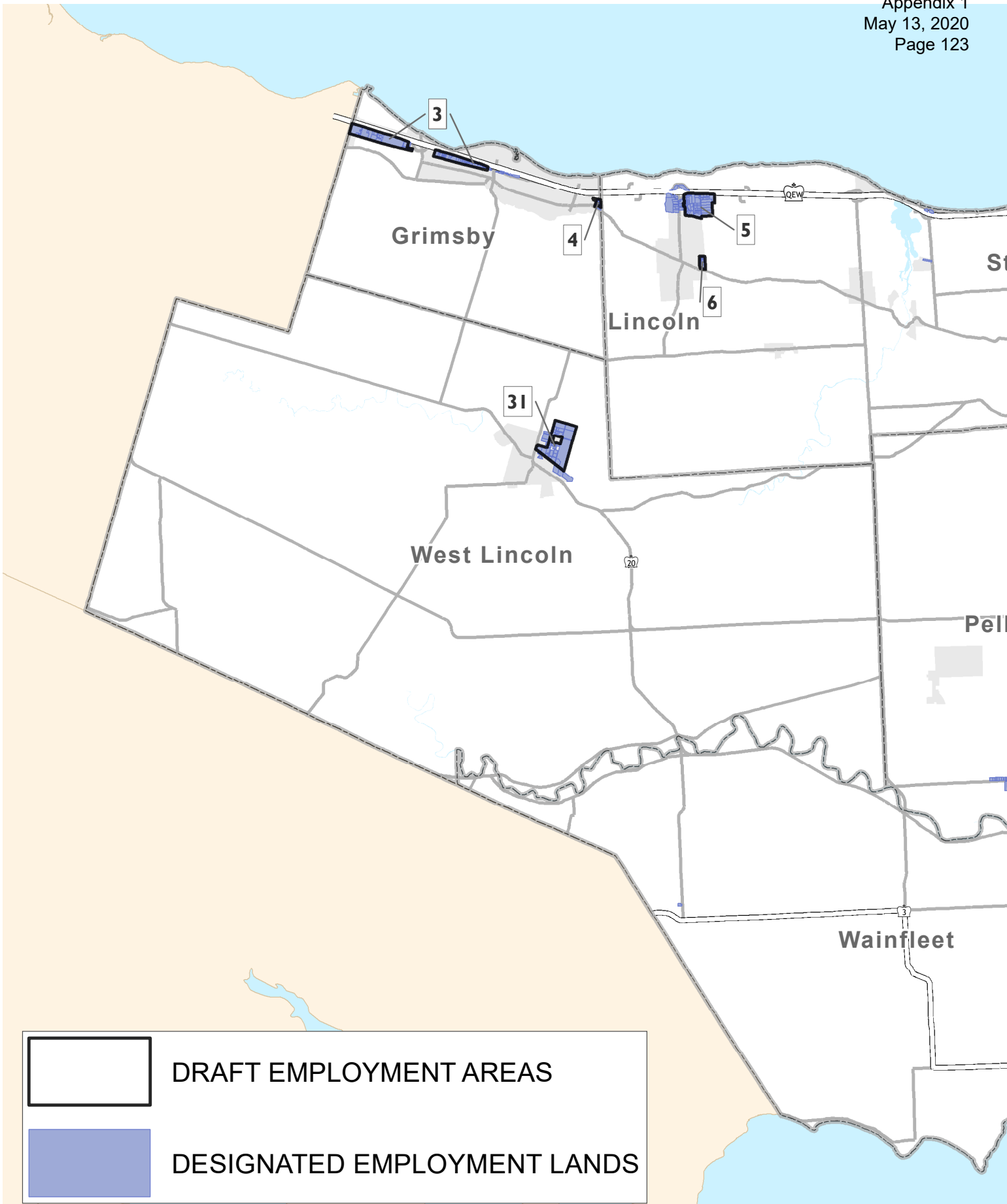
The Strategy sets out to achieve four key goals:

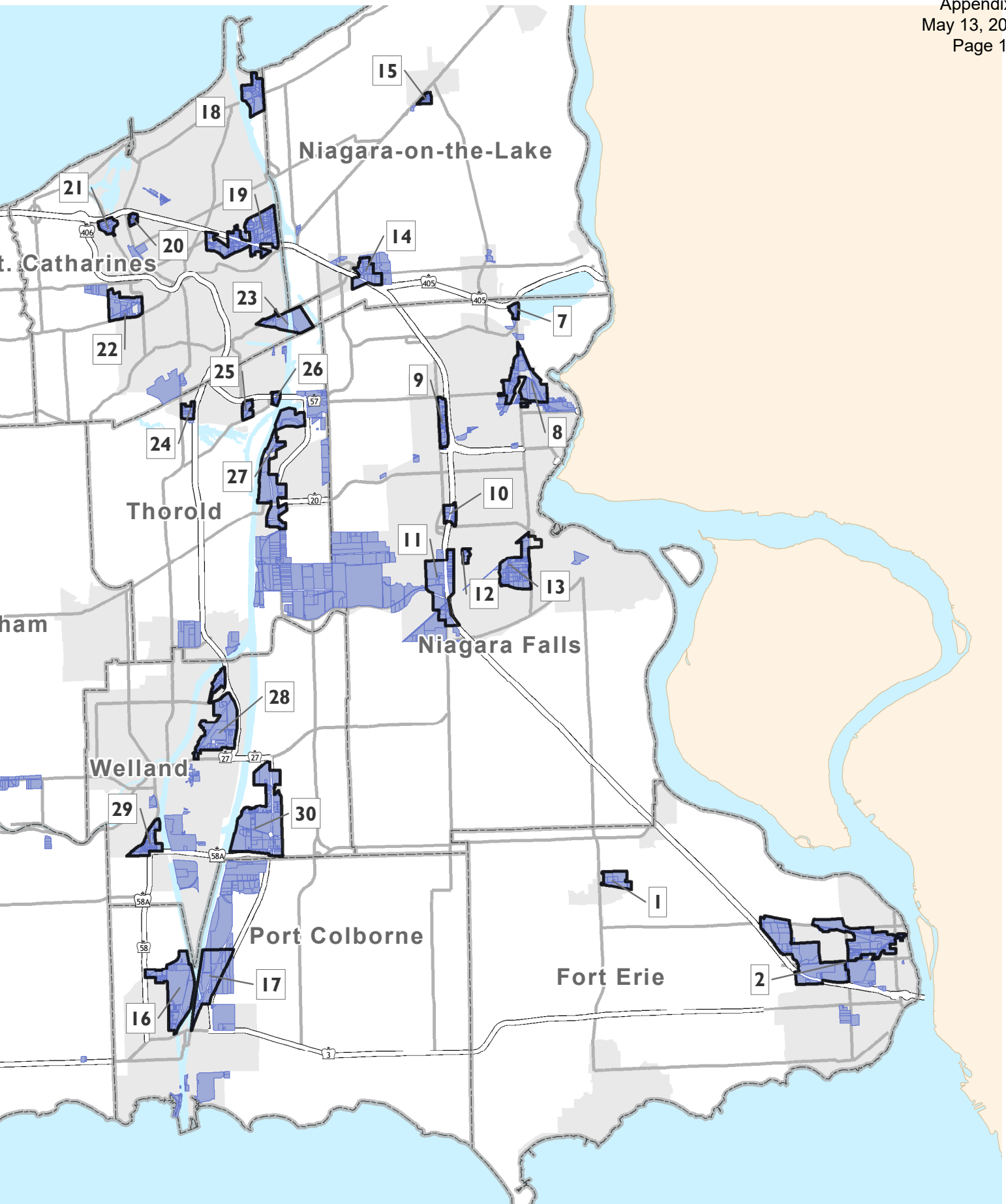
1.
Define
Employment
Areas

2.
Identify
Common
Characteristics

3.
Evaluate Niagara's
Employment
Areas

4.
Provide Strategic
Policy Direction





Discussion Question 1:

What are the biggest challenges you face in relation to Employment Area planning and policies?

Notes:

Discussion Question 2:

Considering the 31 identified Employment Areas:

- Are there areas that are missing?
- Are there areas that should be modified?

Notes:

Best Practice Findings - Characteristics of Employment Areas in the GGH

Large employment base/economic output

- Support and accommodate critical mass of employees, floor space and economic output
- Close proximity to other businesses in other industries
- Proximity to a highly skilled workforce

Flexible land use patterns

- Availability of large, contiguous blocks
- Maximize opportunities for a wide range for employment uses
- Compatibility/buffering with adjacent land uses

Serves inter-regional markets

- Support clusters of businesses that serve large markets
- Economic activities that have a regional/international significance
- Convenient access to border crossings to facilitate cross-border trade

Access to major infrastructure

- Proximity to major transportation facilities including 400-series highways, rail corridors, canals, airports, transit, etc.)
- Serviced by key infrastructure (water, wastewater, electricity, natural gas, fiber, etc.)

Locational/financial competitiveness

- Local development costs favourable for development
- Financial incentives to encourage business attraction, retention and expansion

Identified/protected in policy

- Supportive policy framework in place in local/regional official plans
- Protected from conversions and adjacent sensitive land uses that would threaten functioning of an employment area

Discussion Question 3:

In defining Employment Areas as part of the Region's Employment Area Strategy:

- Are the criteria useful?
- Are there other criteria that should be used?
- Should future strategic employment areas be included as employment areas assuming they meet criteria?

Notes:

Discussion Question 4:

How flexible or prescriptive should Employment Area policies be?

- What uses should be included as permitted uses that support employment?
- Should conversions require a Regional review through an Official Plan Review process? Or, should a land use change be sufficient?

Notes:

Discussion Question 5:

Given the scope and purpose of the Strategy, what are key considerations that need to be incorporated?

Notes:

Contact Us:

Please feel free to take this package home with you for further thoughts and provide written comments to us by November 10.

Dana Anderson

Partner, MHBC Planning
danderson@mhbcplan.com

Graham Hendren

Planner, MHBC Planning
ghendren@mhbcplan.com

Appendix F

Workshop feedback summary



MEETING NOTES

KITCHENER
WOODBRIDGE
LONDON
KINGSTON
BARRIE
BURLINGTON

NIAGARA REGION EMPLOYMENT AREA STRATEGY – WORK BOOK COMMENTS

Meeting: Industry Stakeholders Workshop
Date: Thursday, October 10, 2019
Time: 9:00 a.m. – 12 p.m.
Location: White Oaks Resort & Spa, Niagara-On-The-Lake

Attending: See attached sign in sheet

Absent: n/a

DISCUSSION FEEDBACK

Challenges faced by Industry Stakeholders:

- Comment that PSEZs aren't supported because it adds bureaucracy and too many layers of government involvement
- Inability to live where you work; the location of employment areas
- Slow timing of the MCR/conversion process
- Rigidity of employment area designations and making sure boundaries and permitted land uses are appropriate - difficult to make changes in the future
- Environmental limitations, lack of servicing; policy framework for each type of employment use (e.g. industrial use vs business vs innovation district)
- Need to make clear the types of land uses that are available/permitted in each employment area/across different local municipalities
- Opportunities for affordable housing near employment areas to support workers and closer live-work relationships
- Feedback and response is slow from governments and sometimes inconsistent – resulting in uncertainty for businesses
- Lack of land supply for employment uses
- Commercial real estate business facing challenges re: finding space – e.g. lack of flex office space in Niagara; no development of innovation districts taking place in Niagara and this type of employment area keeps being attracted to Toronto

Feedback on the identified employment areas:

- Suggestion to add in QEW corridor between fort Erie and Niagara Falls; add in Highway 406 corridor
- Establish a Brock Innovation Hub in Thorold adjacent to Brock University – potential for institutional partnership

Feedback on criteria for identifying employment areas:

- Access to infrastructure is highlighted in criteria, but we also need to consider “INSTITUTIONAL INFRASTRUCTURE” and the related assets that are needed to support employment
- Need to consider the impacts of changing of climate and use/vitality of employment uses (e.g. areas along Lake Ontario/Lake Erie may face changing coastlines)
- Need to consider brownfield status for conversion

Discussion on flexibility/prescriptiveness when approaching employment areas:

- Should be allowing conversions in the appropriate places but need to protect overall function of employment area
- Use provincial standards such as NPC 300 and D6 to allow interface between employment areas and sensitive land uses (e.g. residential uses)
- Flexibility is important – but there are areas that need more protection (e.g. core vs general designations in City of Toronto)
- Long term care facilities should be permitted in employment areas (e.g. near hospitals)
- Allow institutional uses in employment areas (esp. in innovation districts) – should allow student housing in these areas

Other considerations/comments on Employment Area Strategy:

- Need to have decision makers in room; obtain local and regional councillor buy-in
- Lands that are designated employment are often encumbered by environmental features – e.g. wood lot that has grown on land over course of 10 years should not impede development opportunities/require additional environmental studies that cost business time and money
- Lands on periphery of boundary of urban area should be considered for inclusion as employment areas
- In Fort Erie, there are issues related to wet lands but these environmental constraints need to be ground-truthed to determine what areas/lands are actually developable

WORK BOOK FEEDBACK/COMMENTS

What are the biggest challenges you face in relation to Employment Area planning and policies?

- Escarpment restrictions; need for future growth/expansion; support for long-term Niagara economic development (integrated campus – strategic); overlapping municipalities; spread out economic clusters of activity; funding constraints
- Escarpment restrictions
- Restrictive; Sometimes don't include “job creation” uses (WFH, flexible workspaces, less office space required, less warehouses); Time/process; Rigid designation; Boundary/Uses; Environmental
- Market demand for prestige office
- Sites are not large enough to attract/accommodate potential employers; access to transit is important; Sites must be close to urban centres; Presence of contaminants on site of previous employment lands – inherent legacy of remediation costs is problematic; Brownfields – liability, timing, costs; overgrowth of “natural environment” on vacant/under use portions of active properties – need for constant landscaping; employers need to be located close to affordable housing for employees; Feedback/response is slow from government and agencies – often inconstant too
- Time: revisions take 5-10 years (MCR); Provincial policy issue has final say; city buy-in? regional buy-in? Lengthy process; Difficult to keep up with residential growth; nature of job growth

residential growth; nature of job growth, residential vs job of employment; residential areas surrounding site; availability of space; clarity of options; environmental barriers; policy framework feasibility; servicing restrictions

- Time – too much time in between MCR; Processing time local land use review; time is money – studies take too long; too many layers – concern with added level of protection now with Province Zone designation; Inability to have people live close where they work
- Provincial policy:
 - Greenbelt
 - Environmental setbacks
- Lack of sizeable parcels; neighbouring constraints; lack of highway access/arterial roads; poor infrastructure – upfront costs; too many overlapping government interests; red tape – zoning too prescriptive, S.P.A too detailed; no incentives whatsoever

Considering the 31 identified Employment Areas: Are there areas that are missing? Are there areas that should be modified?

- “untouched” land use are that could have special designation? Opportunity for special economic zone = clean slate
- Is there a new “untouched” area to designate and protect?
- Yes – should leave for consultation; Look at clustering and locating along existing and planned infrastructure
- Greater consideration of GO Station Mixed Use potential and boundaries of employment areas; some municipalities have more than others + general mismatch of res/industry demand vs. supply; Having just seen the mapping today, it is hard for our table to comment on specifics
- There are a lot of prime locations for employment that are not designated employment (e.g. areas in close proximity to major highways); Agriculture is missing – would benefit to be included; Seaway Port Authority should be consulted for lands next to canal (e.g. Port Colborne); Climate and environmental impacts on properties needs to be considered (e.g. shorelines); Brownfield sites should be identified with level of contaminants/threats
- 406 and highway 20 needs to be considered; QEW corridor Fort Erie to Niagara Falls
- If Region is going to designate zone – make sure its designated properly and not encumbered by environmental features – ground be ready to develop; QEW corridor missing – busy corridor/crossing; 406 through Thorold – deficiency of lands with access to seaway
- Areas are too small and fragmented - See map – add areas along QEW north of Fort Erie; multiple locations along eastern side of canal from Port Colborne to St. Catharines

In defining Employment Areas as part of the Region’s Employment Area Strategy: Are the criteria useful? Are there other criteria that should be used? Should future strategic employment areas be included as Employment Areas assuming they meet criteria?

- Leveraging institutional infrastructure not mentioned; employment areas around rail/GO lines are a special consideration
- Access to infrastructure to include institutional infrastructure
- These are good/useful; Property status – contamination/clean; Access to major infrastructure should include institutional infrastructure (i.e. Brock University)
- Risk of getting designation wrong and being unable to move, adjust or convert if market doesn’t materialize; Additional concern that localized interests may need more so would support future designations; Make practical sense, but would need to be supported, encouraged by other programs and initiatives, strategies to make them worthwhile

- Impacts of a changing climate for employment sites/development (i.e. vulnerability); property condition status (i.e. contaminated, clean?); Floodplain mapping for future employment mapping
- Prioritize more/less desirable; institutional infrastructure to be considered
- Notion of prioritization – higher to lower

How flexible or prescriptive should Employment Area policies be? What uses should be included as permitted uses that support employment? Should conversion require Regional review through an Official Plan Review process, or should a land use change be sufficient?

- Not all industry/manufacturing/office/business/retail is the same; Introduce policies “where possible”; Many uses – retail; NPC-300; Uses – long-term care uses, student housing
- Need to reflect market demand and those conditions are changing faster than ever; Applications should be approved on merits, not stringent controls and regulations; Flexibility can sometimes add viability; As long as designations are sound and tested there’s less concern but rigid and costly restrictions can handcuff municipalities and developers for years unable to meet market needs
- Conversion of employment to residential will limit/reduce affordability of existing homes in the area; it’s important to have affordable housing close to employers
- Long-term care should be considered employment; living where you work option; let market influence demand (affordable housing); flexible with allowing conversions
- Long-term care should be empl. Use; live work flexibility; allow the market to influence development; conversions – flexibility to process anytime
- Flexibility is critical – land use choice sufficient

Given the scope and purpose of the Strategy, what are key considerations that need to be incorporated?

- Long-term strategic planning; how the lands are actually being used; thinking about adjacent lands and impacts on them
- Restrict/think lands adjacent to the defined lands
- Employment; Urban Boundary vs periphery – include as lands; Ratio: employment lands with wetlands – can’t use
- Adding more greenfield space for employment uses will not assist with revitalizing urban employment uses; the application process must be revamped; municipalities and businesses need to work together to ensure successful implementation (e.g. available incentives)
- Redeveloping employment lands may not always work; availability to develop employment lands outside urban boundaries
 - Servicing them is an issue (budget)
 - More flexibility with market demands
 - Specifically close to transportation corridors
 - Available for immediate development
 - Short-term planning
- Unique to Niagara; ability to create employment area outside of urban areas; especially lands on edge of urban area; access close to transportation; let the market dictate
- Flexibility on urban area boundary where employment areas can expand



MEETING NOTES

KITCHENER
WOODBIDGE
LONDON
KINGSTON
BARRIE
BURLINGTON

NIAGARA REGION EMPLOYMENT AREA STRATEGY – WORK BOOK COMMENTS

Meeting: Municipal Planners Workshop
Date: Tuesday, October 8, 2019
Time: 2:00 p.m. – 4:00 p.m.
Location: Holiday Inn Express, Niagara-On-The-Lake

| WORK BOOK FEEDBACK/DISCUSSION |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Feedback on identified criteria for identifying employment areas</p> <ul style="list-style-type: none">• Rural employment areas need to be considered• Conversion of employment area protected• Work force being bussed in from Hamilton (e.g. West Lincoln)• Square footage in agriculture is larger than in urban areas• Re-examine employment area boundaries with consideration for environmental features (SWAP)• Need part of adjustment – how to deal with changing boundaries outside of MCR?• Servicing and environmental limitations need to be considered• Linkages/corridor e.g. GE and downtown link• Environmental – provincially significant wetlands – mapping not ground-truthed to account for actual environmental constraints• Areas that meet all criteria:<ul style="list-style-type: none">○ Fort Erie (Stephensville) – close to border while account for natural areas○ Port Colborne – servicing constraints need to be considered○ Niagara Falls –all areas○ None in St. Catharines○ Two areas in Welland○ Thorold not significant at regional scale – issue around contamination○ Thorold –area around Brock University should be recognized as regionally significant○ West Lincoln – issue of Greenbelt; smaller areas but not going to attract significant employment base• Are areas aligned with federal/provincial objectives? <p>Other Discussion Topics</p> <ul style="list-style-type: none">• How to deal with identification of environmental constraints?• Use criteria to determine level of impacts environmental impacts have; if heavily constrained – consider removing area from employment area in some cases <p>Are there areas that could be converted (e.g. Innovation District)? – may still meet all criteria</p> <ul style="list-style-type: none">• Many areas in St. Catharines |

- Idea: identify PSEZ then funnel incentives
- Idea: limited # of areas protected = businesses going there (are they the right areas?)
- Idea: employment areas can regenerate to other employment
- St. Catharines in Eastchester meets 4/5 criteria but not adequately buffered

How should criteria be applied to employment areas?

- Are we protecting transportation features that link employment areas to one another/other major facilities?
- Minor woodlot 2 ha now need EIS (a 1 year process) as deter to employment investment
- Shovel ready land – how to get lands ready?
- Strategy for intensification (Residential uses) can be applied to employment areas – employment lands don't have same level of investment to not keep lands vacant
- Thorold: several employment areas are limited by existing employment uses – little opportunity for employment intensification/redevelopment due to nature of the use and/or contamination

How should areas outside of employment areas be approached? Are they open for conversion?

- Can't let local areas convert but they are easiest to convert
- Conversion criteria – how to differentiate between regional/provincial/local significance?
- How does protection of these areas change? Flexibility? E.g. PSEZ only applied to GGH but not the case – there are other PSEZ outside of GGH
- Idea: stages – start with no employment areas – Region should let on-streaming of employment areas take place
- Idea: working to 2022 – how to deal with conversion until 2022? After 2022, PSEZ function may change to support employment areas (e.g. innovation districts) – e.g. Kitchener has more jobs within innovation district than previous industrial/manufacturing uses on the same site
- Land needs methodology needs to be considered
- Employment areas to innovation district – do we need to go through conversion?
- Idea: West Louth hospital as innovation district
- Use distances/buffers as regulated by the Province (e.g. D6, NPC-300)

Future Employment Areas

- Area in Fort Erie (QEW Corridor) that can be serviced identified as potential future employment area
- These areas should meet criteria and should be identified as Regional employment areas; however, need to recognize that future employment areas may not meet all criteria (e.g. may not be serviced YET but has potential for future servicing)
- Need to recognize growth of employment in knowledge sectors
- Conversion requests – future employment areas need to be protected from conversions

Appendix G

Bibliography

BIBLIOGRAPHY

City of Hamilton (2019). Invest in Hamilton Business Parks. Accessed from:
<https://investinhamilton.ca/discover-hamilton/location/business-parks/>.

City of Toronto (2017). Official Plan Indicators Attachment 1. Accessed from:
<https://www.toronto.ca/legdocs/mmis/2017/pg/bgrd/backgroundfile-107360.pdf>.

Clayton, F. & McCormack, T. (2016). Economic Discussion of Long-Term Regional Planning Issues in Niagara Region.

Durham Region (2017). Durham Region Economic Development Strategy. Accessed from:
<https://www.durham.ca/en/doing-business/resources/Documents/EconomicDevelopment/EconomicDevelopmentStrategy2017-2021.pdf>.

Durham Region (2017). Employment Lands Inventory, 2017. Accessed from:
<https://www.durham.ca/en/living-here/planning-for-growth.aspx>.

EDP Consulting (2008). City Of Windsor Employment Projections & Employment Lands Needs Analysis. Accessed from: <https://www.citywindsor.ca/residents/planning/Plans-and-Community-Information/Official-Plan-Review/Documents/OPR%202020-Year%20Employment%20Projections%20and%20Employment%20Land%20Needs%20Analysis.pdf>.

Halton Region (2011). Regional Municipality of Halton: Economic Development Strategic Directions Report. Accessed from: <http://www.halton.ca/repository/Economic-Development-Strategic-Directions-Report>.

Halton Region (2011). Strategic Implementation Plan. Accessed from:
<http://www.halton.ca/repository/Strategic-Implementation-Plan-Economic-Development>.

Halton Region (2017). The Regional Municipality of Halton 2016 Competitiveness Study. Accessed from:
<https://www.halton.ca/repository/Halton-Competitiveness-Study-2016>.

Hemson Consulting (2015). Seaton Employment Lands Economic Development Study Update. Accessed from: https://www.pickering.ca/en/city-hall/resources/Seaton_March2015_EconomicDevelopmentStudyUpdate.pdf.

Ministry of Municipal Affairs and Housing (2019). Proposed Provincially Significant Employment Zones. Accessed from: <http://www.mah.gov.on.ca/Page20928.aspx>.

Neptis Foundation (2015). Planning For Prosperity Globalization, Competitiveness, and The Growth Plan for the Greater Golden Horseshoe. Accessed From:
https://www.neptis.org/sites/default/files/planning4prosperity/p4p_neptis_report_nov19_2015.pdf.

Niagara Region (2011). Niagara Gateway Employment Lands Study.

Niagara Region (2013). Niagara Employment Strategy: Phase 2, Non-Gateway Communities.

Niagara Region (2015). Innovation, Investment & Renewal: An Action Plan for Phase 2 of Niagara's Employment Lands Strategy.

Niagara Region (2019). Employment Inventory Data.

Peel Region (2017). Goods Movement Strategic Plan 2017-2021. Accessed from: <https://www.peelregion.ca/pw/transportation/goodsmovement/pdf/goods-movement-strategic-plan-2017-2021.pdf>.

Region of Waterloo (2017). Waterloo Region Economic Development Strategy. Accessed from: <https://www.regionofwaterloo.ca/en/resources/waterloo-region-economic-development-strategy-access.pdf>.

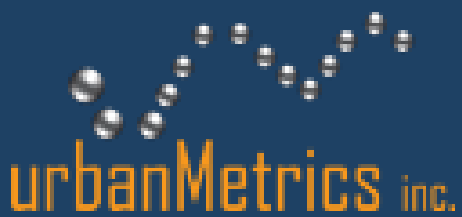
Regional Municipality of York (2018). York Region Vacant Employment Land Inventory. Accessed from: <https://www.york.ca/wps/wcm/connect/yorkpublic/faa33468-b3c9-464a-9676-10be05613f20/mar+22+vacant+ex.pdf?MOD=AJPERES>.

Sarnia-Lambton Economic Partnership (2019). Sarnia-Lambton Petrochemical & Refining Complex, 2019. Accessed from: <https://33sgq1wqdn71n18qv11fgblh-wpengine.netdna-ssl.com/wp-content/uploads/2019/11/SLEP-Petrochemical-and-Refining-Complex-Booklet.pdf>.

Spencer, G. (2018). Economic clusters in the Greater Toronto and Hamilton Area and their relationship with the region's transportation infrastructure. Accessed from: <http://www.metrolinx.com/en/regionalplanning/rtp/background/Academic%20paper%20-%20Economic%20clusters-2018.pdf>.

Statistics Canada (2016). Census Profile, 2016 Census. Accessed from: <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CD&Code1=3526&Geo2=PR&Code2=35&SearchText=Niagara&SearchType=Begin&SearchPR=01&B1=All&GeoLevel=PR&GeoCode=3526&TABID=1&type=0>.

WindsorEssex Economic Development Corporation (2018). 2018 Annual Report. Accessed from: http://choosewindsorsex.com/sites/default/files/files/AnnualReport_2018_WEB.pdf.



Draft Glendale District Plan

Glendale Niagara District Plan
A Complete Community



Niagara  Region

Niagara  Lake

 St. Catharines

Planning & Economic
Development Committee
May 13, 2020

Presented by
Kirsten McCauley, MCIP, RPP
Senior Planner, Secondary Plans
Kirsten.mccauley@niagararegion.ca

Associated Report
PDS 15-2020

What is a District Plan?

Proactive planning strategy to drive growth and economic prosperity.

Sets Regional vision and framework for planning, design and development of a complete community.

Serves as a guide for multiple stakeholders to coordinate development and investment efforts.

Direction for additional study/planning analysis to benefit the area.



Glendale Study Area

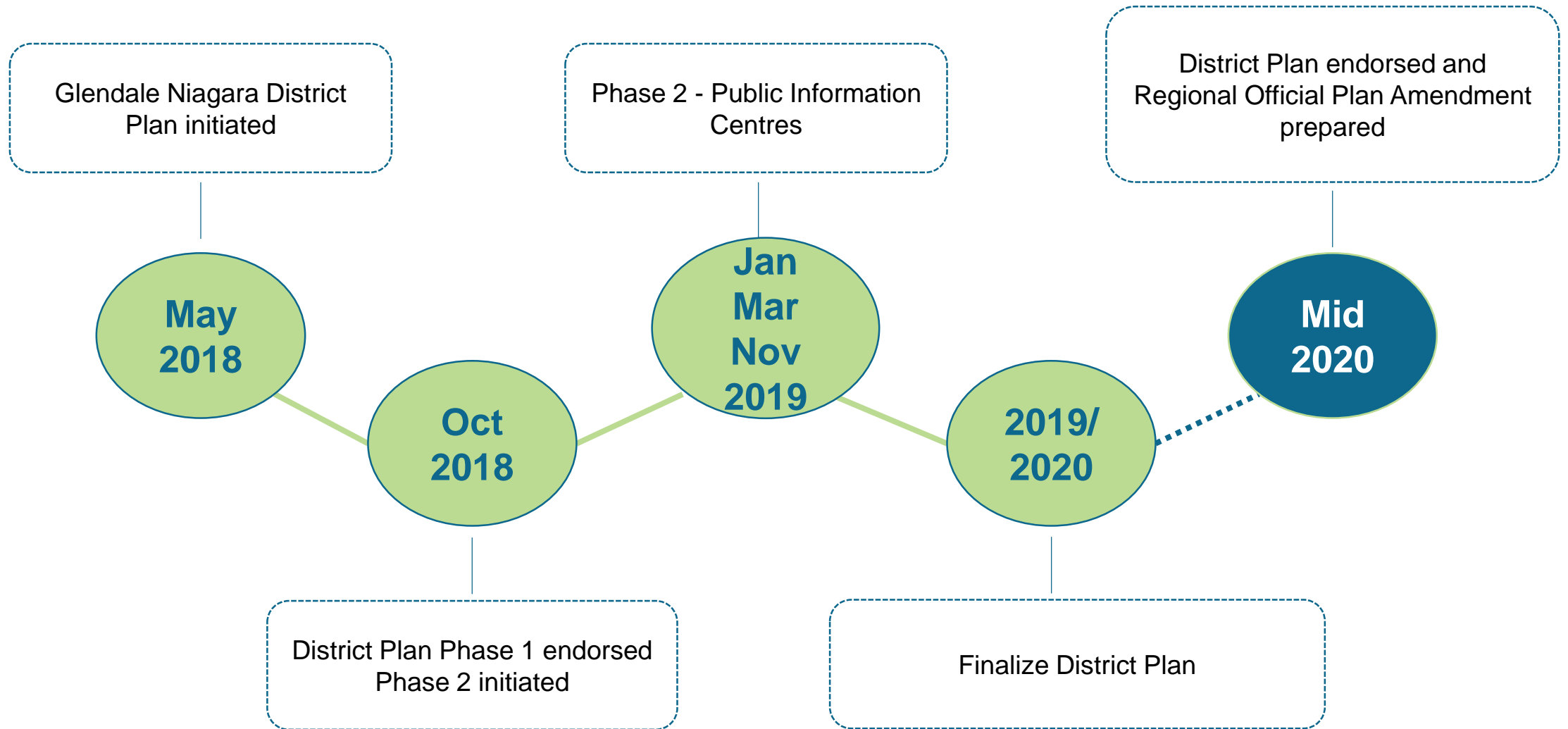
Total Study Area:
Approx. 700 ha

Urban Area:
370ha

Rural/Agricultural
Area: 330



Glendale Process Timeline



Endorsement Process

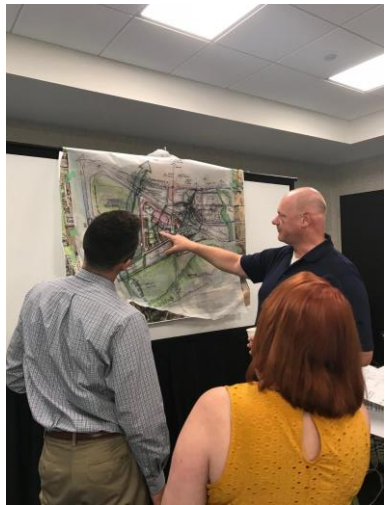


Public Engagement Highlights

| Public Information Centres | Date |
|--------------------------------------|----------------------|
| Phase 1 Kick-Off Visioning | June 24 and 25, 2018 |
| Phase 1 Vision and Preferred Concept | August 16, 2018 |
| Phase 2 Kick-Off | January 31, 2019 |
| Phase 2 Options | March 27, 2019 |
| Phase 2 Draft District Plan Info | November 20, 2019 |

Engagement Methods

- ✓ 6 days of public engagement sessions
- ✓ 5 Technical Advisory Committee meetings
- ✓ 3 Community Focus Group meetings
- ✓ Stakeholder and landowner one-on-one meetings
- ✓ Email notifications and newspaper notices
- ✓ Radio and newspaper interviews
- ✓ Crowdsourced online commenting platform and survey



Policy Framework

Urban Area:

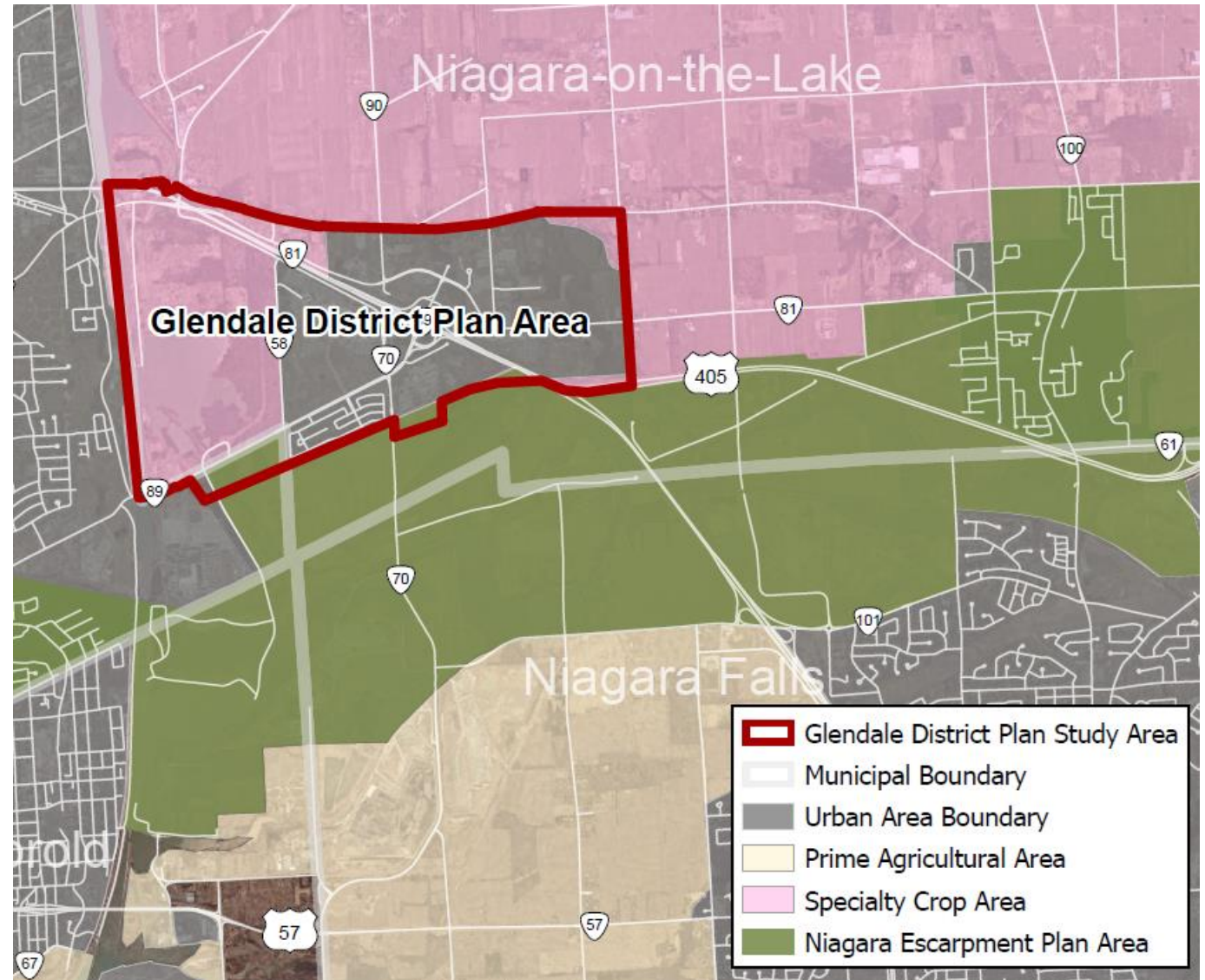
Growth Plan – Undelineated Built-Up Area (due to low existing population)

Niagara Region Official Plan – Designated Greenfield Area

Agricultural Area:

Niagara Escarpment Plan – Escarpment Protection Area (west), Escarpment Natural Area (east)

Greenbelt Plan – Protected Countryside, Specialty Crop designation



Vision Statement:

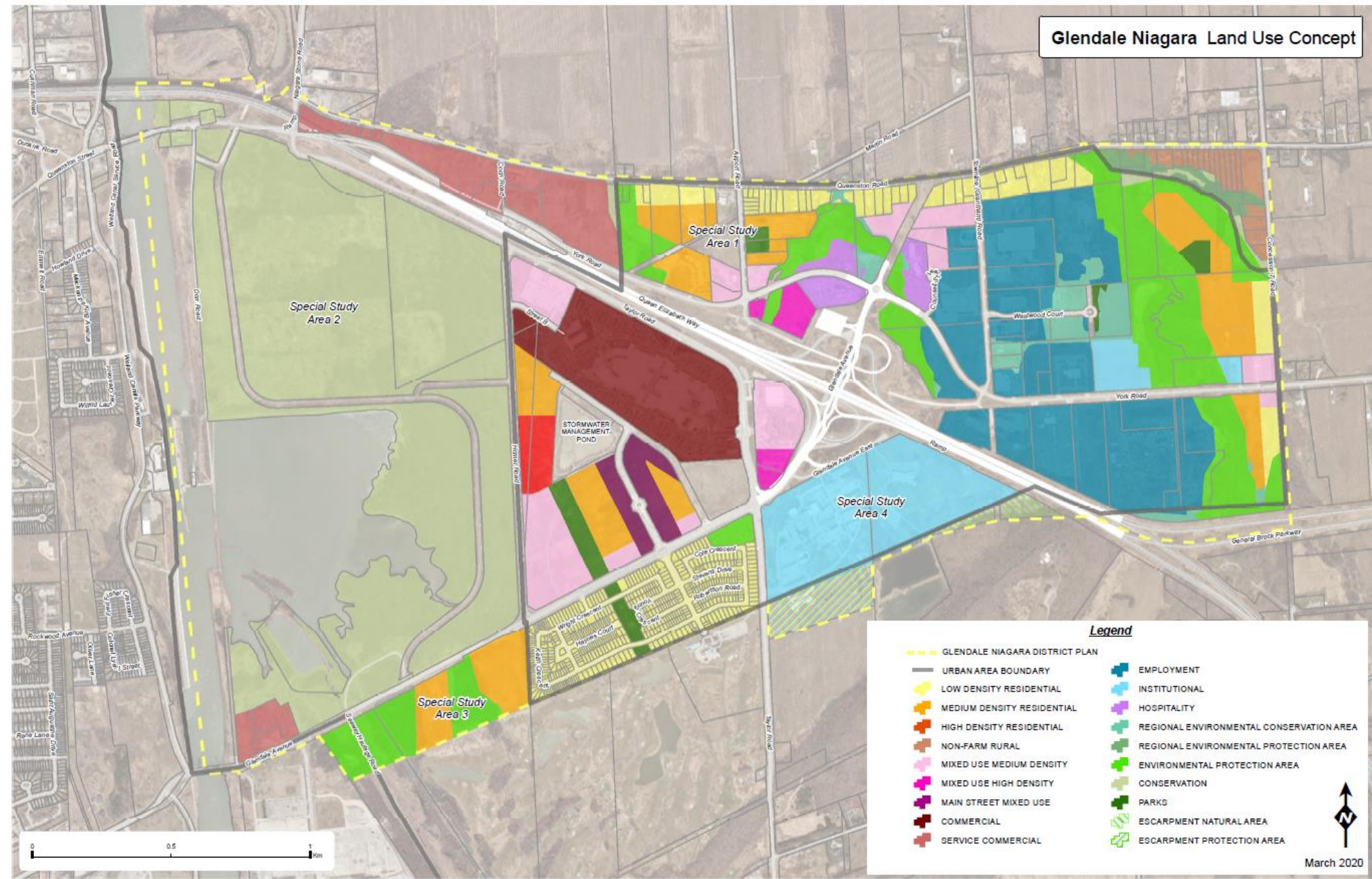
Glendale @ Niagara will be a vibrant community for people of all ages, lifestyles, and abilities - a place to live, work, play, learn and grow. Its urban districts, with a mix of uses, will protect, integrate and celebrate the natural and rural surroundings reflecting the distinct character of the area.

Glendale @ Niagara will be framed by green space along the Welland Canal, the creek valleys, the Niagara Escarpment and agricultural lands.

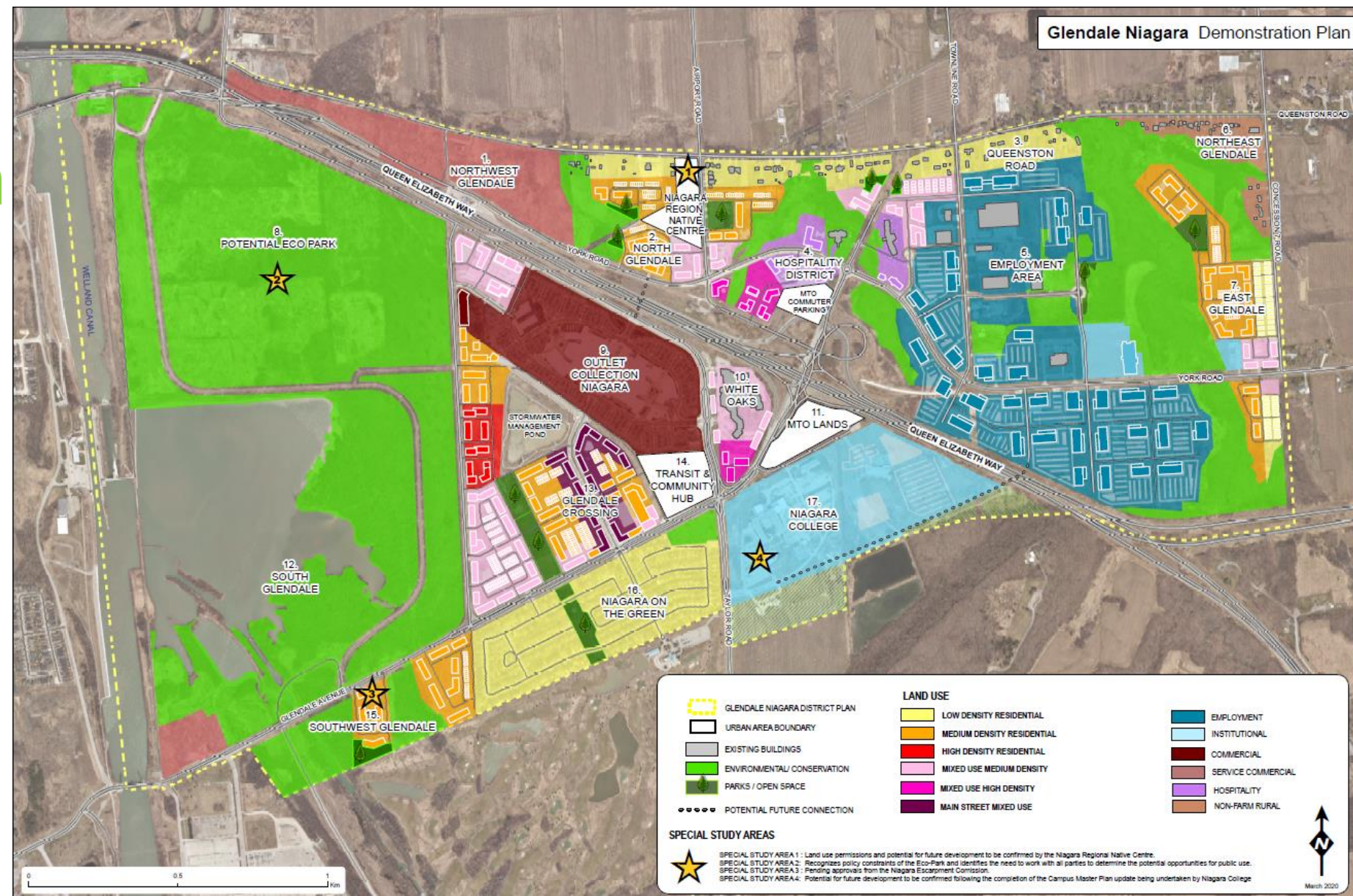
Glendale @ Niagara will put mobility first with a robust transit system, cycling trails and pedestrian routes seamlessly connecting areas north and south of the QEW.



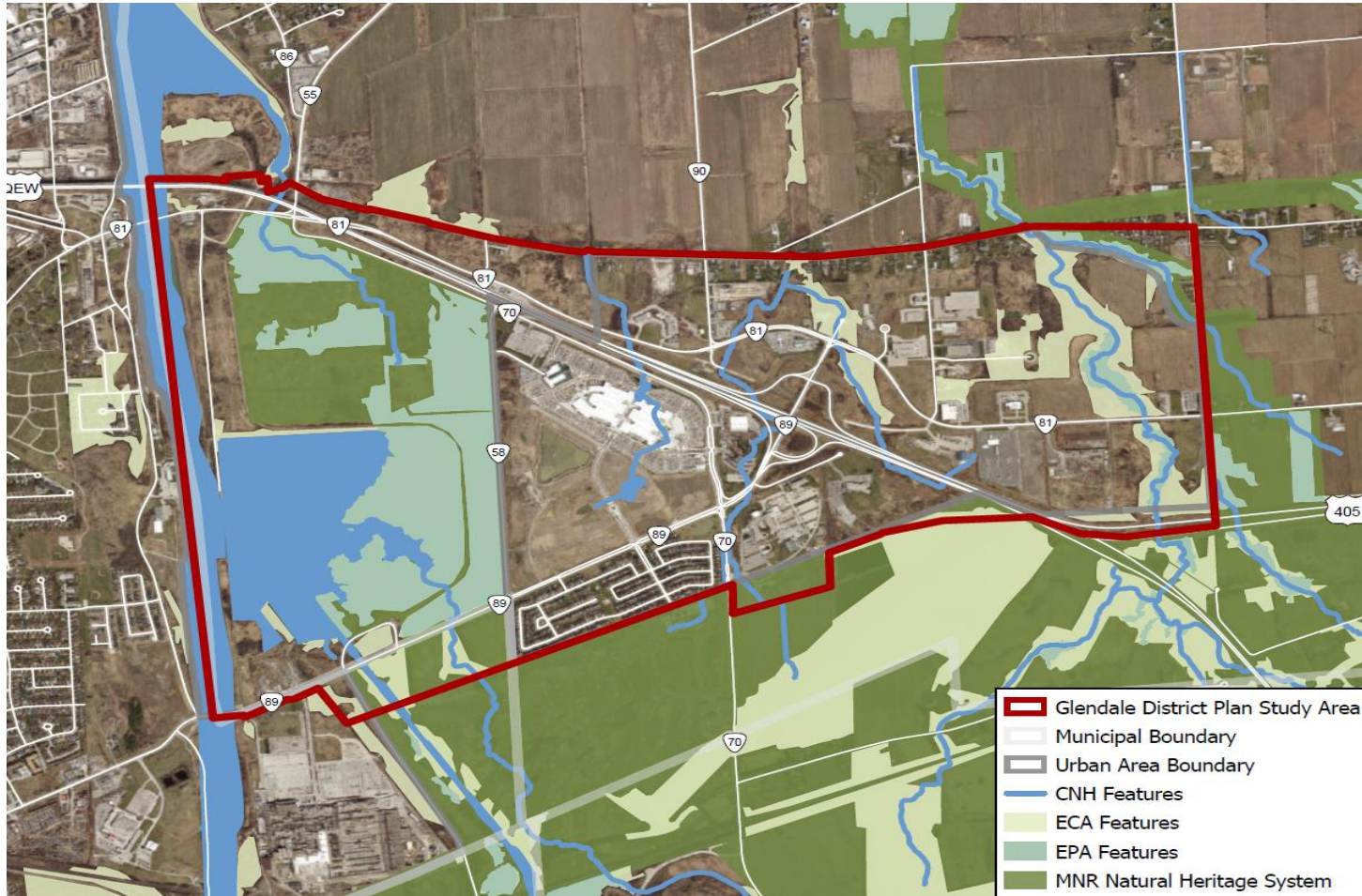
Glendale Land Use Concept



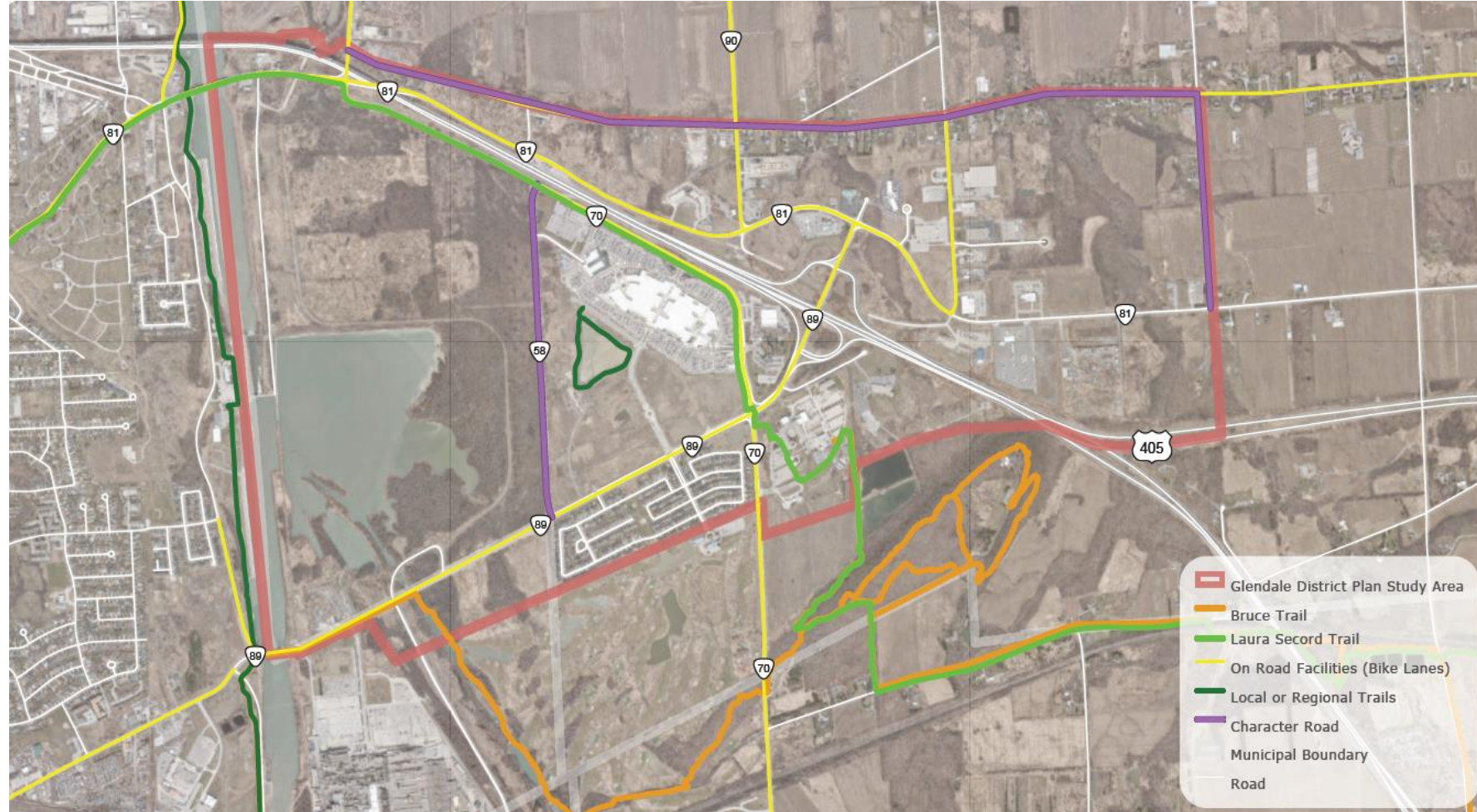
Glendale Demonstration Plan



Key Direction #1: Protect and enhance the landscape/natural features.



Key Direction #2: A convergence for the area's trails and active transportation facilities.



Key Direction #3: Provide an accessible and connected transit system to serve the Glendale area, the greater Niagara Region and beyond.



Main Street and Community/Transit Hub



Urban Design Rendering and Perspective
For Illustration Purposes Only

Key Direction #4: Create a strategy to build on existing assets within Glendale linking Glendale with the greater NOTL and the Region.



Key Direction #5: Create a main street as a transition from the Outlet Collection of Niagara to the adjacent urban neighbourhood.



Urban Design Perspective - For Illustration Purposes Only




Urban Design Perspective – Main Street



Urban Design Perspective - For Illustration Purposes Only


Key Direction #6: Provide a diverse range of housing ensuring choice and affordability.



6% OF HOUSEHOLDS
are in Core Housing Need
in Niagara-on-the-Lake
on par with the Niagara average


households are spending over
30% of income on shelter costs
much higher than the Niagara average.

Little housing diversity in Niagara-on-the-Lake



**82% OF UNITS ARE
SINGLE DETACHED
DWELLING**

there are limited apartment units in the municipality



**FOR
SALE**

**26% INCREASE IN
HOUSING PRICES**
from 2016 to 2017



Key Direction #7: Create public/civic space as a focus for Glendale



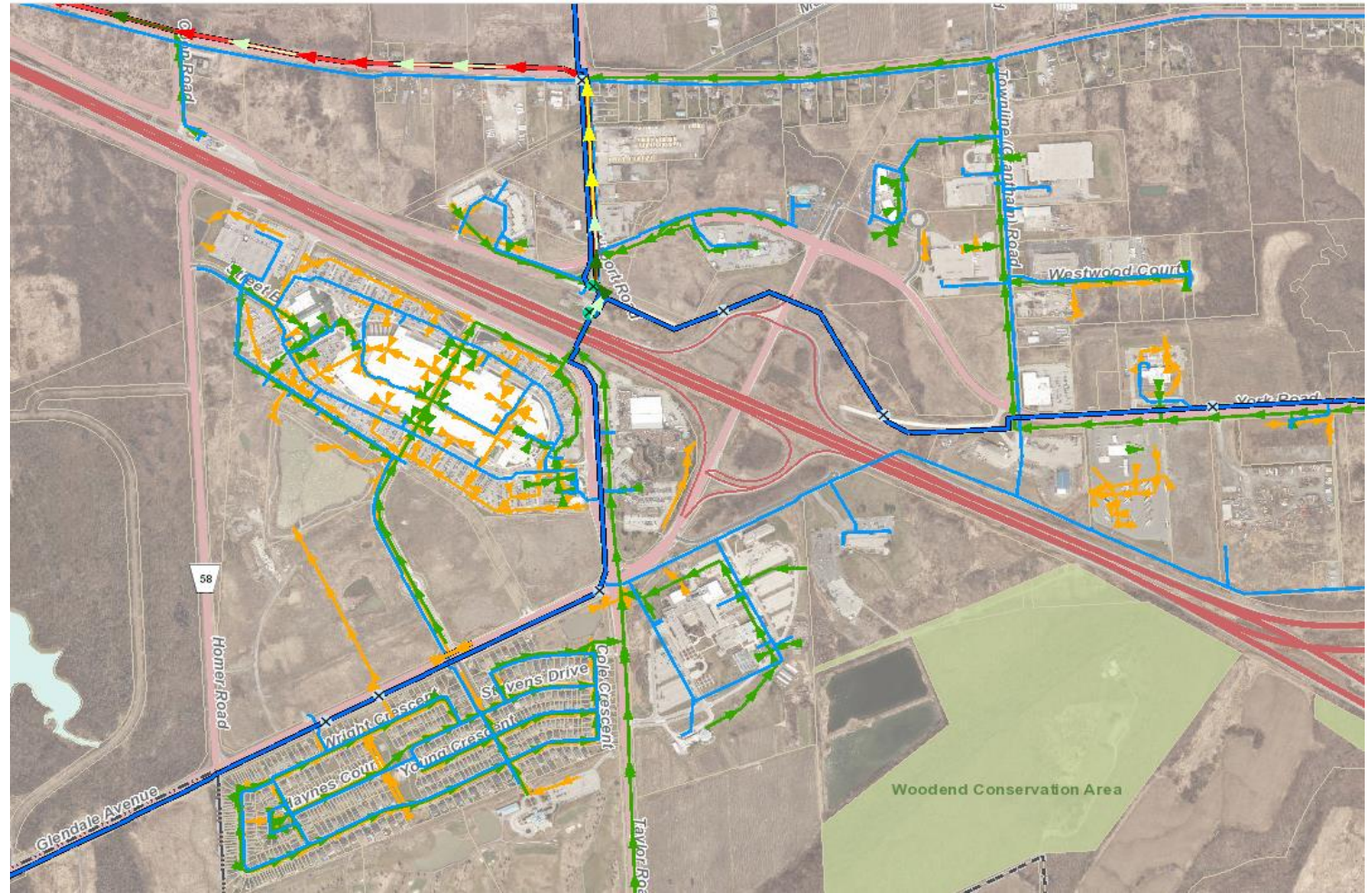
Key Direction #8: Use sustainability measures related to resiliency and climate change.



Key Direction #9: Coordination of infrastructure review, capacity and upgrades.

Water - Decew Falls Water Treatment Plant (primary water supply)

Sanitary - Port Weller Wastewater Treatment Plant Catchment Area



Infrastructure within the Glendale area

District Plan Summary

Success relies on ongoing collaboration amongst the key partners and stakeholders to implement the strategies and recommendations of the 9 key directions.

Next Steps:

- Final endorsement
- Regional Official Plan Amendment
- Work with NOTL on the Secondary Plan update
- Work with the Technical Advisory Committee (TAC) for ongoing implementation

TAC membership will include a number of interested agencies, including the following:



Subject: Draft Glendale District Plan

Report to: Planning and Economic Development Committee

Report date: Wednesday, May 13, 2020

Recommendations

1. That staff **PROVIDE** a presentation to the Town of Niagara-on-the-Lake to seek endorsement for the Glendale District Plan;
2. That after endorsement has been received by the Town of Niagara-on-the-Lake, staff **PREPARE** a report for the Planning and Economic Development Committee seeking approval for the Glendale District Plan; and
3. That Report PDS 15-2020 **BE CIRCULATED** to the Town of Niagara-on-the-Lake and the City of St. Catharines for their information.

Key Facts

- The purpose of this report is to present a draft of the Glendale District Plan for information.
- The study area of the Glendale District Plan is approximately 700 hectares, generally bound by Queenston Road to the north, the Niagara Escarpment to the south, Concession 7 Road to the east, and the Welland Canal to the west. The QEW bisects the study area and includes the Glendale Ave interchange.
- The Glendale District Plan was developed in collaboration with the Town of Niagara-on-the-Lake (NOTL) and the City of St. Catharines. It has also been informed by input from a Technical Advisory Committee, a Community Focus Group and a series of public engagement exercises.
- The vision directs the transformation of the Glendale settlement area into a vibrant and complete community; a community that celebrates its district character and builds on the unique attributes and assets of the area.

- The District Plan sets out nine key directions to achieve the vision. Each key direction includes strategies and recommendations to be further investigated through the update to NOTL's Glendale Secondary Plan and the ongoing work of a Technical Advisory Committee (TAC).

Financial Considerations

Costs associated with the district plan have been accommodated within the Planning & Development Services 2019 & 2020 Operating Budget.

Analysis

Policies in the Provincial Growth Plan for the Greater Golden Horseshoe require the efficient use of land and infrastructure by promoting intensification with a focus on strategic growth areas. District Plans are foundational instruments for planning these growth areas and are expected to support the achievement of complete communities, a thriving economy, and a clean and healthy environment. As the Plan is implemented over time, it will attract new investment and build upon the district's existing assets, making it more prosperous and enjoyable for all.

Glendale was chosen for a District Plan because of its prominent location along the QEW, acting as a gateway to a large part of Niagara. It also has cross jurisdictional boundaries, Provincial interest, Federal interest, regional anchors, a higher education institution, and a varied mix of existing land uses, as well as vacant/underutilized urban lands. Glendale will benefit from a District Plan to direct future growth and guide the transformation of the area into a vibrant, compact, complete mixed-use urban environment.

The District Plan will bridge a gap between the Regional Official Plan and the local municipal Official Plan. It provides an opportunity to coordinate resources and a land use concept and demonstration plan that illustrates how the Glendale area can grow and evolve over time.

Glendale District Plan Vision

"Glendale Niagara District Plan will be a vibrant and complete community for people of all ages, lifestyles, and abilities - a place to live, work, play, learn and grow. Its urban

districts, with a mix of uses, will protect, integrate and celebrate the natural and rural surroundings reflecting the distinct character of the area.

Glendale Niagara District Plan will be framed by connection to green space along the Welland Canal, the creek valleys, the Niagara Escarpment and agricultural lands.

Glendale Niagara District Plan will put mobility first with a robust transit system, cycling trails and pedestrian routes seamlessly connecting areas north and south of the QEW highway.”

Glendale as a Complete Community

A complete community relies on density and diversity through a variety of land uses and built form, an activated public realm, and walkable, connected streets. It must also establish a population that will support local services, facilities and commercial offerings.

The success of a community is measured by how people interact with it. A complete community meets the daily living needs of its residents and provides options for remaining within the community throughout an individual's life cycle.

The vision for Glendale is a community with a full range of land uses. The study area already contains a number of key elements that will support a complete community. There are lower density residential dwellings, a Regional outlet mall that serves the Regional market needs, an employment area to provide jobs, a cluster of hotels, Niagara College providing higher education and business synergies, and open spaces for passive and active recreation space. The District Plan will continue to build upon these assets.

The District Plan will also encourage new uses to support and complement the existing assets. The Main Street will provide a different experience providing more local commercial uses in a neighbourhood setting. Mixed-use development will add housing options to the study area. The transit hub will combine various modes and bring operators to a single site to provide a more efficient transit service. Additional green space will be woven through the study area providing opportunities for off-road connections and active transportation. New community facilities will become a central focus for recreation, services and public gathering spaces.

The Glendale land use concept and demonstration plan provides general land use direction to support the existing assets, promote new mixed-use, compact development and illustrates how the Glendale area can develop into a complete community.

Key Directions

The Glendale District Plan is comprised of nine key directions that reflect the vision and provide a path forward for the creation of a complete, vibrant community. Each direction includes a detailed description, design guidance and strategies to achieve the direction and vision of the District Plan.

Key Direction 1: Protect and enhance the landscape/natural features. This key direction encourages passive recreational opportunities and connection to the natural environment while protecting and enhancing these features and biosystems.

Key Direction 2: A convergence for the area's trails and active transportation facilities. Trails and active transportation facilities are recognized as important for promoting healthy lifestyles and connectivity in the Glendale area.

Key Direction 3: Provide an accessible and connected transit system to serve the Glendale area, the greater Niagara Region and beyond. The creation of a multi-modal transit hub will centralizes transit operation and provide opportunities for shared parking facilities, car share, bike share and on-demand transit.

Key Direction 4: Create a strategy to build on the existing assets within Glendale and linking Glendale with the greater NOTL and the Region. There is currently a number of assets within and surrounding Glendale that will contribute to a successful urban district.

Key Direction 5: Create a “*Main Street*” from the Outlet Collection of Niagara to the adjacent urban neighbourhood. The Main Street will be a key component in achieving a complete community by offering local commercial uses, restaurants, cafes and other retail uses to serve the surrounding neighbourhood.

Key Direction 6: Provide a diverse range of housing ensuring choice and affordability. Offering diversity of housing will provide the opportunity to stay within or close to the neighbourhood as housing needs change over time.

Key Direction 7: Create public/civic space as a focus for Glendale. The District Plan recommends a community hub and integration of high quality public spaces as a central focus to the community.

Key Direction 8: Use sustainability measures related to resiliency and climate change. This key direction encourages the implementation of sustainability measures such as low impact development techniques and green infrastructure design to assist in mitigating climate change and make Glendale more resilient.

Key Direction 9: Coordination of infrastructure review, capacity and upgrades. This key direction encourages ongoing monitoring and collaboration with the major stakeholders in the area to ensure that infrastructure capacity is available and ready when development applications are submitted.

Implementation and Next Steps

Given the majority of the lands are within the Town of Niagara-on-the-Lake, Regional Planning staff intend to first present the Glendale District Plan to the NOTL Planning Committee of the Whole on June 8, 2020 with a request to receive the local Council endorsement, and then will bring the District Plan back to Regional Council for endorsement.

Once endorsed, the Glendale District Plan will provide the foundation for the vision of the Glendale community and land use intent. Further solidifying this vision, the District Plan will be implemented through a future amendment to the Regional Official Plan where the vision, objectives and key directions are embedded into policy. This policy direction will ensure that future decisions within the Glendale study area are consistent with the vision and direction of the District Plan, as well as any other implementing strategies as a result of this plan.

The Region will also work with the Town of Niagara-on-the-Lake to update the Glendale Secondary Plan to further assess the land use concept and prepare detailed policy and mapping to implement the direction of the District Plan. The Secondary Plan update will include supporting technical studies, such as Transportation Review, a Function Servicing Strategy and Subwatershed Study, to test the land uses and ensure that the final plan is both feasible and achievable. The Region will work closely with staff at NOTL to undertake this update.

As further detailed in the planning policy review section of this report, the lands within the City of St. Catharines are subject to the Ministry of Natural Resources and Forestry's (MNR) decision on the deferral. If the decision amends the Niagara Escarpment Plan designation to Urban Area it would be the first step towards implementing the land use concept as shown in the District Plan. Since these lands are relatively small and all owned by one landowner, the landowner would need to make the required planning applications to the City and Region to implement the vision of the District Plan. This will also require consideration of an urban boundary expansion.

The success of the Glendale District Plan relies on ongoing collaboration amongst the key partners and stakeholders. The Technical Advisory Committee (TAC) membership will be reviewed to determine continued participation. The TAC will continue to meet to discuss the strategies and recommendations of the District Plan and how they can be achieved.

Planning Policy Review

A planning policy analysis of current planning policy documents was undertaken to support the District Plan.

The urban area of Glendale is settlement area for the purposes of reviewing the Provincial Policy Statement (PPS) and A Place to Grow - Growth Plan for the Greater Golden Horseshoe. Both of these Plans encourage efficient development patterns that optimize the use of land, resources and public investment in infrastructure and public service facilities by promoting a mix of housing, employment, recreation, parks and open spaces. They also encourage transportation choices that increase the use of active transportation and transit before other modes of travel.

The Region is preparing an Urban Structure that will be implemented as part of the Region's new Official Plan process. Within this Urban Structure, the Region will designate 'Strategic Growth Areas' (SGA). SGAs are to be planned to accommodate a significant portion of population and employment growth and further the establishment of a complete community. Glendale has been identified within the draft Urban Structure as a SGA.

The remainder of the study area are lands outside of the urban boundary. They are designated 'Protected Countryside' and 'Niagara Escarpment Plan Area' in the Greenbelt Plan. The Protected Countryside lands are further designated as 'Niagara Peninsula Tender Fruit and Grape Area' or Specialty Crop Area by Schedule 2 and

'Natural Heritage System' by Schedule 4. The Specialty Crop Area within the Agricultural System is considered unique agricultural land and has restrictions for non-agricultural uses.

Map 1 of the Niagara Escarpment Plan designates portions of the southern area of Glendale primarily as 'Niagara Escarpment Protection Area', with a 'Niagara Escarpment Parks and Open Space System' overlay, and a small area is designated as 'Escarpment Natural Area'.

The Southwest Glendale area is subject to a request to re-designate the lands from Escarpment Protection Area to Urban Area through the Provincial Coordinated Plan Review (2017). This request was deferred by the Ministry of Natural Resources and Forestry (MNR), with a request for additional information to support the request. A decision on this deferral has not yet been made.

Engagement and Consultation

There was a very significant collaborative engagement effort associated with the preparation of the Glendale District Plan involving input from a Technical Advisory Committee, a Community Focus Group and the general public.

A Technical Advisory Committee was struck at the start of the project with membership from the Town of Niagara-on-the-Lake, the City of St. Catharines, various departments at Niagara Region, Niagara College and various government agencies to provide specialized input into the development of the plans and key directions of the District Plan.

A Community Focus Group was established in January 2019 to provide an opportunity for additional input on the draft District Plan. Approximately 18 members of the public agreed to participate in the Community Focus Group, representing a wide range of community interests. Input from this group assisted in understanding the local views of the District, as well as the opportunities and challenges faced by the people that live, work and own property in the study area.

Public Consultation Summary:

Phase 1 consultation included a visioning exercise held in June (2 days) and August (1 day) 2018. A representative group of residents, agencies, interest groups, business and government leaders participated in the visioning exercise, in order to ensure that the

District Plan reflects the collective input for the future condition of Glendale as it grows and expands.

Phase 2 also included public engagement at three Public Information Centres (PIC) to collect input at strategic points throughout the study process.

- PIC 1 (January 2019) kicked off the Phase 2 process and presented preliminary background information on the study area.
- PIC 2 (March 2019) presented two land use concept options for consideration.
- PIC 3 (November 2019) presented the draft Preferred Concept Plan, Demonstration Plan and the key directions. This consultation effort included an online text-based survey and mapping-based crowdsourcing platform to collect input on the draft concept and demonstration plan.

Summary of Input from Public

The input collected on the land use concept, demonstration plan and key directions revealed a general excitement regarding future development proposed in the District Plan.

Opportunities identified related to improving the active transportation network, providing more neighbourhood related commercial uses and amenities, and increasing the amount of green open spaces and linkages.

The challenges included existing and increased traffic issues and congestion, concerns regarding the potential for taller building heights and the need to connect Glendale north to south of the QEW.

The survey responses provided important insight into what is important for the Glendale area. Providing more affordable and mixed-use housing ranked as the highest priority by those that provided input via the online survey. Access to amenities like shops, schools and community uses was a close second.

Input collected throughout both Phases of the Glendale District Plan process has been considered in the creation of the District Plan. Public input will also be carried forward to the update of the Secondary Plan.

Individual Consultations and Correspondence

In addition to the broader consultation program noted above, many individual meetings were held with Niagara College, the St. Lawrence Seaway Authority, and Niagara Region Native Centre. These meetings allowed for collaboration on various projects that are ongoing in the study area. This collaboration resulted in identifying the respective land holdings as Special Study Areas on the Plan.

The Friends of Laura Secord (FoLS) provided written comments for suggestions on how to celebrate the history of the Glendale area. There are several areas that this input can be incorporated through future study and improvements. Suggestions provided by FoLS has been incorporated into Key Directions 2 and 5 and the Transportation Review sections of the District Plan.

The Niagara Escarpment Commission provided comments regarding their opposition to showing Southwest Glendale as Medium Density Residential on the Land Use Concept and Demonstration Plan. Staff's response, as detailed earlier in the report, is to show the area as a Special Study Area recognizing the outstanding decision of MNRF and the need for various levels of planning approvals to allow development to occur.

The project team met with several land owners and key stakeholders at several points throughout both phases of the Glendale District Plan process. Comments related to their individual properties have been taken into consideration and changes made, where appropriate. In some cases, additional justification and technical support will need to be submitted to support the proposal. Staff will continue to work with and engage the landowners in the study area through the detailed technical review and update to the Secondary Plan.

Alternatives Reviewed

The draft of the Glendale District Plan is being presented for information. No alternatives are applicable.

Relationship to Council Strategic Priorities

The endorsement of the Glendale District Plan will strategically implement aspects all four of Council's priorities.

Supporting Businesses and Economic Growth:

The District Plan will contribute to economic growth and prosperity within the Glendale area through strategies that recognize and build on the existing assets and promote new assets.

Healthy and Vibrant Community:

The District Plan provides the vision and direction to growth Glendale into a healthy, vibrant and complete community through a mix of land uses and built form.

Responsible Growth and Infrastructure Planning:

The District Plan directs a pro-active approach to growth and infrastructure planning by recommending strategies for phasing, implementation and monitoring.

Sustainable and Engaging Government:

The District Plan encourages sustainable and engaging government through an ongoing Technical Advisory Committee consisting of major stakeholders in the area, additional public consultation through the Secondary Plan update and encouraging sustainable practices through land use and design.

Other Pertinent Reports

PDS-C 21-2018 to advise the Committee of the commencement of the Glendale Niagara District Plan; and,

PDS-C 31-2018 to provide an update on the District Plan study after the first workshop sessions.

PDS 34-2018 to provide information on the conclusion of Phase 1 of the Study, and to request endorsement of the Phase 1 vision and authorization to proceed to Phase 2.

PDS 12-2019 progress update on Phase 2 of the Glendale project.

PDS-C 18-2019 to provide an update on the shift in scope of Phase 2 of the Glendale project.

Glendale Niagara District Plan information and reports can be found here:

<https://www.niagararegion.ca/projects/glendale-niagara-district-plan/default.aspx>

The Phase 1 final report can be viewed here:

<https://www.niagararegion.ca/projects/glendale-niagara-district-plan/pdfs/glendale-district-plan-phase-one-final-report.pdf>

Prepared by:

Kirsten McCauley, MCIP, RPP
Senior Planner, Secondary Plans
Planning and Development Services

Recommended by:

Rino Mostacci, MCIP, RPP
Commissioner
Planning and Development Services

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Isaiah Banach, Manager of Long Range Planning, and reviewed by Doug Giles, Director of Community and Long Range Planning.

Appendices

Appendix 1 Draft of the Glendale District Plan

Glendale Niagara District Plan

A Complete Community



PROOF 2

Table of Contents

| | | | | | |
|-----------------------------------------------------------------|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------------------------------------------------------------|-----------|
| 1.0 Executive Summary | 5 | 5.0 Glendale District Plan – Key Directions | 24 | 6.0 Summary of Transportation Review and Recommendations | 50 |
| 2.0 What is a District Plan? | 7 | 5.1 Protect and enhance the landscape/ natural features | 25 | 6.1 Street Network | 50 |
| 2.1 The Glendale Process | 7 | 5.2 A convergence for the area's trails and active transportation facilities | 28 | 6.2 Diverging Diamond Interchange | 51 |
| 2.2 Authority | 8 | 5.3 Provide an accessible and connected transit system to serve the Glendale area, Niagara and beyond | 31 | 6.3 Character Road | 54 |
| 2.3 Vision | 8 | 5.4 Create a strategy to build on the existing assets within Glendale and linking Glendale with the greater Niagara-on-the-Lake and Niagara | 34 | 6.4 Transit Hub/Terminal requirements | 56 |
| 2.4 Engagement and Consultation | 8 | 5.5 Create the main street as a transition from the Outlet Collection of Niagara to the adjacent urban neighbourhood | 37 | 6.5 Future Transportation Connections | 58 |
| 3.0 The Study Area | 10 | 5.6 Provide a diverse range of housing ensuring choice and affordability | 41 | 6.6 Active Transportation Network | 58 |
| 3.1 Demographic Characteristics | 11 | 5.7 Create a public/civic space as a focus for Glendale | 44 | 7.0 Implementation Plan | 60 |
| 4.0 Glendale Land Use Concept and Demonstration Plan | 12 | 5.8 Use sustainability measures related to resiliency and climate change | 47 | | |
| 4.1 Community Structure Direction | 12 | 5.9 Coordination of infrastructure review, capacity and upgrades | 49 | | |
| 4.2 Transit and Community Hub | 14 | | | | |
| 4.3 Glendale Crossing | 16 | | | | |
| 4.4 Hospitality District | 18 | | | | |
| 4.5 Employment Area | 18 | | | | |
| 4.6 East Glendale | 19 | | | | |
| 4.7 High Density Residential | 19 | | | | |
| 4.8 Outlet Collection of Niagara | 19 | | | | |
| 4.9 Special Study Areas | 20 | | | | |
| 4.10 Preliminary population and employment forecast | 22 | | | | |

PROOF 2

1.0 Executive Summary

The Glendale District Plan is a pro-active development strategy which sets out a high-level framework for the land use planning, design and development of a complete community. Glendale will benefit from a District Plan to direct future growth and guide the transformation of the area into a vibrant, compact, complete mixed-use urban environment.

The Glendale study area is approximately 703 hectares generally bound by Queenston Road to the north, the Niagara Escarpment to the south, Concession 7 Road to the east, and the Welland Canal to the west. The QEW bisects the study area and includes the Glendale Avenue interchange.

The creation of the District Plan was a collaborative process with participation from the local municipalities, key stakeholders, the Technical Advisory Committee, a Community Focus Group and the general public. Input from these sources and information collected about the Glendale area assisted in establishing the vision and key directions to transform Glendale.

The District Plan will be implemented through an amendment to the Niagara Region Official Plan, a review and update of the Glendale Secondary Plan, and on ongoing, consistent collaboration amongst the key partners and stakeholders.



The Vision for Glendale District is:

Glendale Niagara District Plan will be a vibrant and complete community for people of all ages, lifestyles, and abilities - a place to live, work, play, learn and grow. Its urban districts, with a mix of uses, will protect, integrate and celebrate the natural and rural surroundings reflecting the distinct character of the area.

Glendale Niagara District Plan will be framed by connection to green space along the Welland Canal, the creek valleys, the Niagara Escarpment and agricultural lands.

Glendale Niagara District Plan will put mobility first with a robust transit system, cycling trails and pedestrian routes seamlessly connecting areas north and south of the QEW highway.

Key Directions:

- 1 Protect and enhance the landscape/ natural features**
- 2 A convergence for the area's trails and active transportation facilities**
- 3 Provide an accessible and connected transit system to serve the Glendale area, Niagara and beyond**
- 4 Create a strategy to build on the existing assets within Glendale and linking Glendale with the greater Niagara-on-the-Lake and the Niagara**
- 5 Create the main street as a transition from the Outlet Collection of Niagara to the adjacent urban neighbourhood**
- 6 Provide a diverse range of housing ensuring choice and affordability**
- 7 Create a public/civic space as a focus for Glendale**
- 8 Use sustainability measures related to resiliency and climate change**
- 9 Coordination of infrastructure review, capacity and upgrades**

Glendale Study Area



2.0 What is a District Plan?

A District Plan is a pro-active development strategy for a specific area of Niagara, intended to support Niagara Region's focus on growth and economic prosperity. It sets out a high-level framework for the land use planning, design and development of complete communities in areas that currently are, or have the potential to become, iconic in nature.

Policies in A Place to Grow - Growth Plan for the Greater Golden Horseshoe require the efficient use of land and infrastructure by promoting increased intensification with a focus on strategic growth areas. District Plans are foundational instruments for planning for these growth areas and are expected to support the achievement of complete communities, a thriving economy, and a clean and healthy environment.

District Plans are developed in collaboration with a variety of stakeholders, including the local municipalities in which they are situated, other governmental authorities, affected landowners, local businesses, organizations, community groups and residents. They will benefit the people who will work, live, learn in, and visit the district. As the Plan is implemented over time, it will attract new investment and build upon the district's existing assets, making it more prosperous and enjoyable for all.

2.1 The Glendale Process

With its cross jurisdictional boundaries, regional anchors and vacant/underutilized urban lands, Glendale will benefit from a District Plan to direct future growth and guide the transformation of the area into a vibrant, compact, complete mixed-use urban environment.

Recognizing this potential, the Glendale District Plan was initiated in May of 2018 by Niagara Region in cooperation with the Town of Niagara-on-the-Lake and the City of St. Catharines.

The District Plan followed a two-phase approach:

- **Phase 1** took place between May and September 2018 and involved a comprehensive visioning exercise intended to develop an exciting urban vision for the area. Through this phase of the Study, a high-level conceptual demonstration plan was prepared based on the results of the visioning exercise.
- **Phase 2** commenced in October 2018 and concluded with the preparation of the District Plan. The Phase 2 work informs the final land use concept/demonstration plan and includes an overview of the transportation network and urban design/public realm guidance.

Process Timeline



2.2 Authority

This District Plan provides a vision and key directions for the growth and transformation of Glendale. It is endorsed by Niagara Regional Council and intended to be used to guide development proposals and evaluate future planning applications/projects in the area.

2.4 Engagement and Consultation

The Glendale District Plan study was a collaborative process involving input from a Technical Advisory Committee, a Community Focus Group and the general public.

Phase 1 Consultation Summary:

The visioning exercise included a wide array of consultation tools, including two workshops held in June (2 days) and August (1 day) 2018. A representative group of residents, agencies, interest groups, business and government leaders participated in the visioning exercise, in order to ensure that the District Plan reflects the collective input for the future condition of Glendale as it grows and expands.

2.3 Vision

- Glendale Niagara District Plan will be a vibrant and complete community for people of all ages, lifestyles, and abilities - a place to live, work, play, learn and grow
- Its urban districts, with a mix of uses, will protect, integrate and celebrate the natural and rural surroundings reflecting the distinct character of the area
- Glendale Niagara District Plan will be framed by connection to green space along the Welland Canal, the creek valleys, the Niagara Escarpment and agricultural lands
- Glendale Niagara District Plan will put mobility first with a robust transit system, cycling trails and pedestrian routes seamlessly connecting areas north and south of the QEW highway



Technical Advisory Committee:

To assist in understanding the impact of this project, a Technical Advisory Committee was struck at the start of the project in May 2018. Members of the Technical Advisory Committee include representatives from the Town of Niagara-on-the-Lake, the City of St. Catharines, various departments at Niagara Region, and other governmental agencies and utilities. The Niagara Escarpment Commission, Niagara Peninsula Conservation Authority, Niagara College, Ministry of Transportation, Ontario Travel, Niagara EMS, St. Lawrence Seaway Authority, and others were involved in the process throughout both Phase 1 and 2 to provide specialized input into the development of the District Plan.

Community Focus Group:

For Phase 2, a Community Focus Group was established to provide an opportunity for additional input on the draft District Plan. Approximately 18 members of the public agreed to participate on the Community Focus Group, representing a wide range of community interests. The Community Focus Group met on three occasions to provide information on the project and collect insights from the perspective of local residents, landowners and business operators. This input assisted the study team in understanding the local views of the District, as well as the opportunities and challenges faced by the people that live, work and own property in the study area.

Phase 2 Consultation Summary:

Phase 2 also included public engagement at three Public Information Centres to collect input at strategic points throughout the study process.

- **Public Information Centre 1** (January 2019) kicked off the phase 2 process and presented preliminary background information on the study area
- **Public Information Centre 2** (March 2019) presented two land use concept options for consideration
- **Public Information Centre 3** (November 2019) presented the draft Preferred Concept Plan, Demonstration Plan and the key directions for implementing the vision. This consultation effort included an online text-based survey and mapping-based crowdsourcing platform to collect input on the draft land use concept and demonstration plan.

Summary of Input:

The input collected on the preferred Land Use Concept, Demonstration Plan and Key Directions revealed a general excitement regarding the direction for future development proposed in the District Plan.

Opportunities identified related to improving the active transportation network, providing more neighbourhood related commercial uses and amenities, and increasing the amount of green open spaces and linkages.

The challenges cited included existing and increased traffic issues and congestion, concerns regarding the potential for taller building heights and the need to better/additional connection north to south Glendale across the QEW.

The survey responses revealed what the public considers important in Glendale. Providing more affordable and mixed-use housing ranked as the highest priority by those that provided input via the online survey. Access to amenities like shops, schools and community uses was a close second.

Input collected throughout both Phases of the Glendale District Plan process has been considered in the creation of the final District Plan. Public input will also be carried forward to the update of the Secondary Plan.

3.0 The Study Area

The Glendale study area includes 703 hectares that are generally bound by Queenston Road to the north, the Niagara Escarpment to the south, Concession 7 Road to the east, and the Welland Canal to the west. The QEW bisects the study area and includes the Glendale Avenue interchange.

The majority of Glendale is located within the Town of Niagara-on-the-Lake. The southwest corner falls within the City of St. Catharines.

Approximately 370 hectares of the Glendale District Plan study area is within the urban boundary. The remainder of the lands are outside of the urban boundary and subject to either the Greenbelt Plan or the Niagara Escarpment Plan.

The Glendale District Plan area is subject to the following Provincial plans:

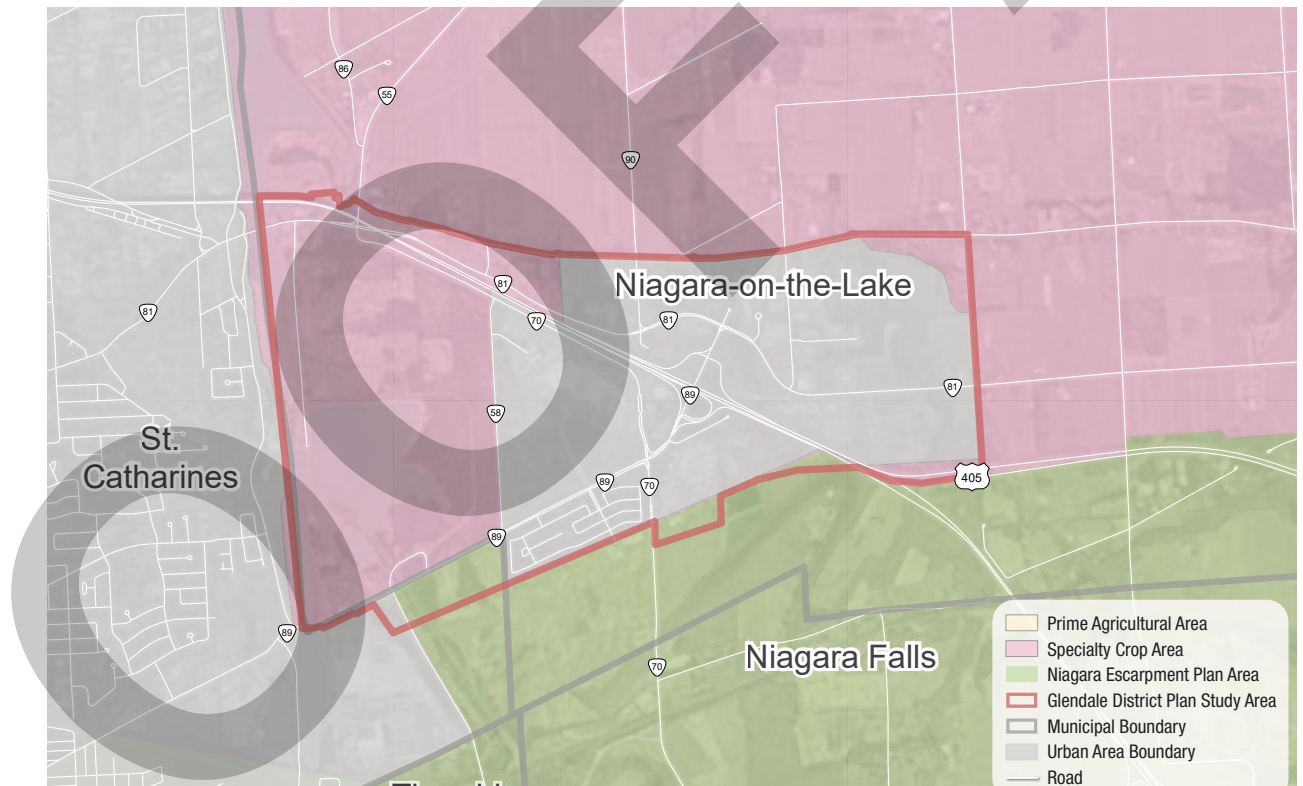
Urban Area:

- A Place to Grow – Growth Plan for the Greater Golden Horseshoe – Undelineated Built-Up Area (due to low existing population)
- Niagara Region Official Plan – Designated Greenfield Area

Agricultural Area:

- Niagara Escarpment Plan – Escarpment Protection Area (west), Escarpment Natural Area (east)
- Greenbelt Plan – Protected Countryside, Specialty Crop designation

Glendale Study Area



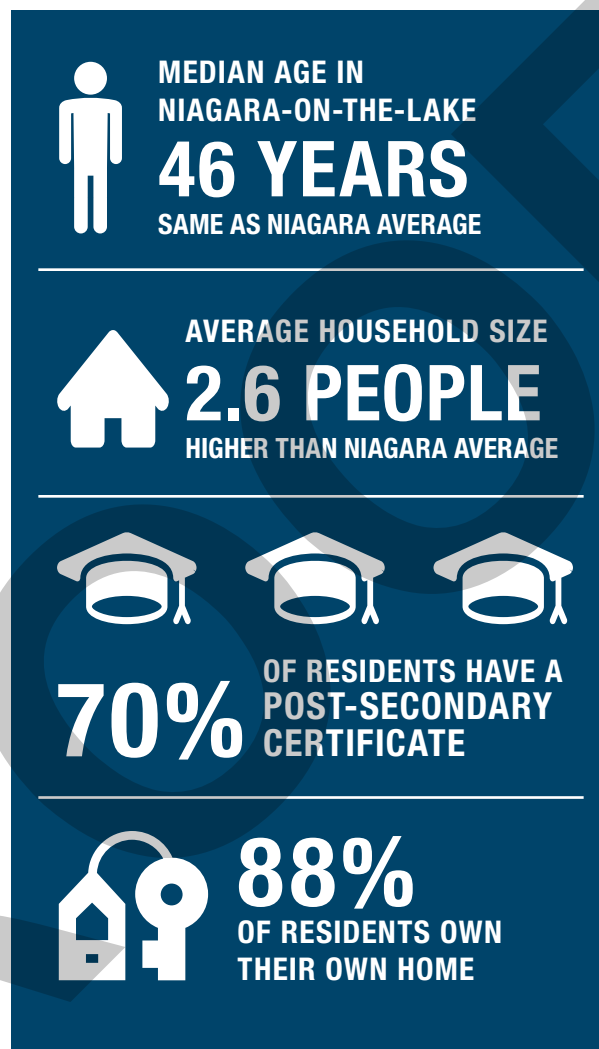
3.1 Demographic Characteristics

According to the 2016 Census, the population of Glendale was approximately 2,900, with just over half of the population residing in the Niagara-on-the-Green subdivision.

As of the fall of 2019, approximately 4100 full-time students and 240 part-time students were registered to attend courses at Niagara College's Niagara-on-the-Lake campus. An estimated 500 Niagara College students reside in both on-campus and off-campus housing within the study area.

In addition to the residents and student population, approximately 10 million people visited Niagara in 2016, with a substantial portion of visitors either driving through Glendale or visiting the study area's attractions and amenities.

According to Niagara Region's 2019 employment survey, 88 businesses that employ 4,468 people are located within Glendale, with 71 per cent (i.e. 3,221) of the jobs reported as being full-time positions. The largest employers in the study area are the Outlet Collection at Niagara, Niagara College, White Oaks Resort, Henry Schein Canada, Niagara Emergency Management Services (EMS) and First Student Canada.



4.0 Glendale Land Use Concept and Demonstration Plan

The Preferred Land Use Concept and Demonstration Plan illustrate the vision for a complete, vibrant Glendale area that reflects the collective input from the various consultations throughout the study process. The Demonstration Plan is for illustrative purposes only. It shows how the study area can evolve into a complete community with a mix of uses and a population to support the commercial offerings and amenities.

4.1 Community Structure Direction

A complete community relies on density and diversity through a variety of land uses and built form, an activated public realm, and walkable, connected streets. It must also establish a population that will support local services, facilities and commercial offerings.

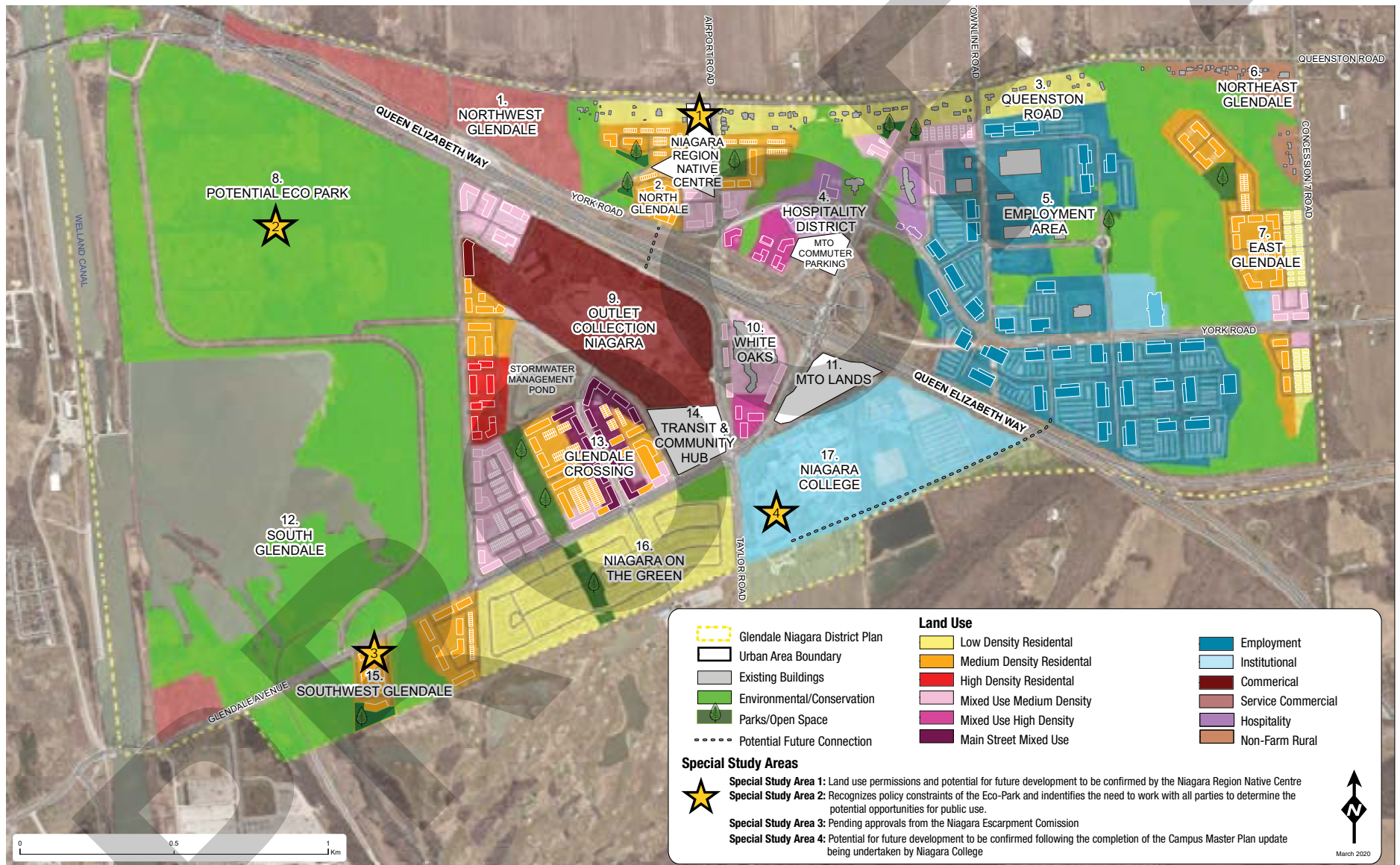
The success of a community is measured by how people interact with it. A complete community meets the daily living needs of its residents and provides options for remaining within the community throughout an individual's life cycle.

Urban design is also important in creating a complete community. Complete communities thrive when well-designed public spaces are integrated. People value places where various opportunities for social interaction are created and the ability to discover and enjoy amenities is offered. Good design will assist in creating a positive image and a strong identity for Glendale.

The vision for Glendale is a community with a full range of land uses. The study area already contains a number of key elements that will support the creation of a complete community. There are low-density residential areas, an outlet mall, an employment area and hospitality uses to provide jobs, Niagara College providing higher education and business synergies, and open spaces for passive and active recreation space. The District Plan will continue to build upon these assets.

The District Plan will also encourage new uses to support and complement the existing assets. The Main Street will provide a different experience with local commercial uses in a neighbourhood setting. Mixed-use development will add housing diversity. The transit hub will bring operators to a single site to provide a more efficient transit service. Additional green space will be woven through the study area providing opportunities for off-road connections and active transportation. New community facilities will become a central focus for recreation, services and public gathering spaces.

Glendale District Demonstration Plan



4.2 Transit and Community Hub

The transit hub and community hub is combined at the corner of Taylor Road and Glendale Avenue. The Community Hub is planned to accommodate community facilities for recreation and services. This may include a recreation space, multi-purpose rooms, daycare and a library. Opportunities could also be explored for a mixed-use building where the community facilities are located on the ground floor with residential units above. Transit terminal facilities for ticketing, tourist information, washrooms, concessions and indoor waiting areas could potentially be incorporated into the community building.

The transit station will be a multi-modal hub. The hub will have the potential to accommodate many forms of transit, such as local, inter-municipal, GO, tourism and on-demand. The facility may provide car-share or bike-share facilities in the future. A large parking area will be provided; however, it can adapt to future development opportunities should the need for parking decrease in the future.



Meghan Birbeck, Climate Change & Sustainability Coordinator, Township of West Lincoln



Urban Design Perspective



4.3 Glendale Crossing

Glendale Crossing is the largest area of vacant land for development within the study area. It is located south of the Outlet Collection of Niagara shopping centre and proposes a variety of land uses. This will promote a mix of residential built form, local commercial uses, greenspace and a grid-pattern for local streets.

The Main Street area is planned to accommodate mixed-use development. This will consist of commercial uses including retail, restaurants and other personal services at the street level. Residential units could be located above the street level. The Main Street is envisioned to include attractive buildings that frame a walkable and comfortable pedestrian realm. Lush boulevards with street trees, planters, benches, decorative lighting, public art and other pedestrian enhancements are just some of the ingredients.

The enhanced roundabout can be used as an opportunity to include additional design elements. Public and private green space is woven along the street. Behind the main street buildings, there are opportunities for rest, reflection and gathering. The buildings and street connections may accommodate the temporary closing of Main Street for community events and festivals.



Urban Design Perspective



For illustration purposes only

4.4 Hospitality District

The Hospitality District will build upon the existing cluster of hotels and provide opportunities for uses to support the hotels. This location has easy access to the QEW and may cater to the travelling public while providing more commercial offerings to the surrounding local residents and businesses. In addition, future policy may provide flexibility to consider a combination of hotel/condominium built form.

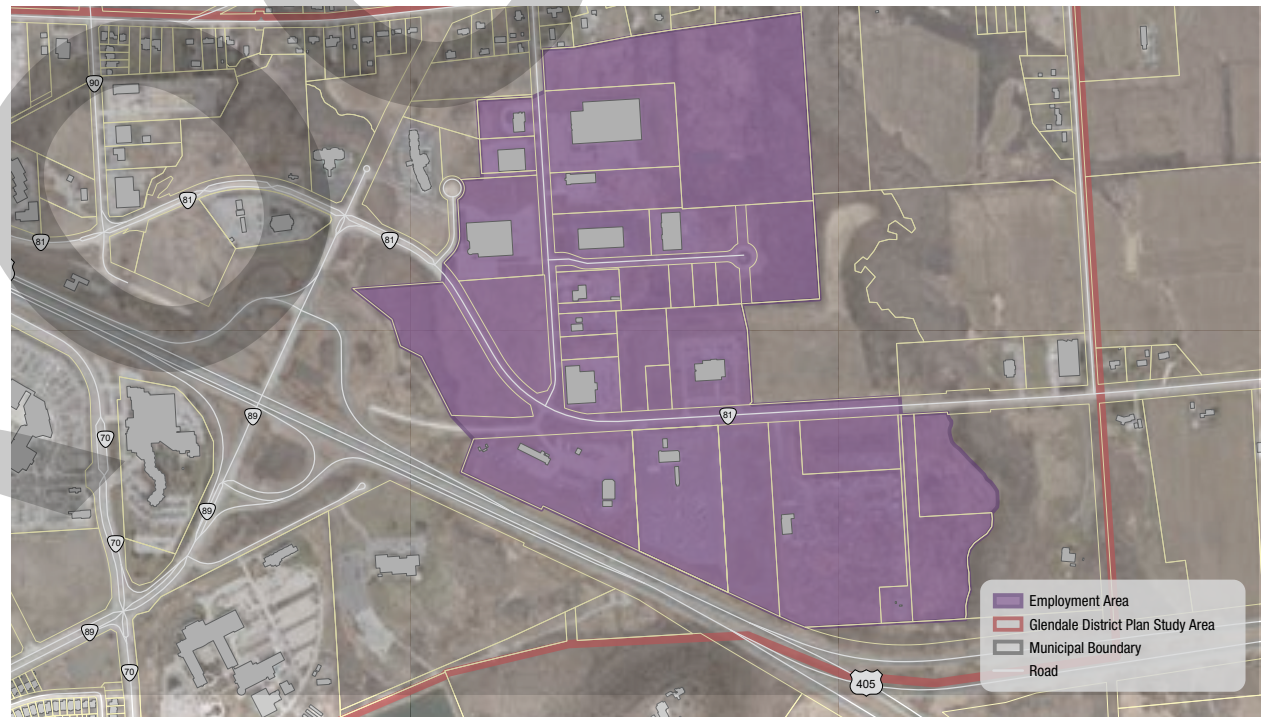
4.5 Employment Area

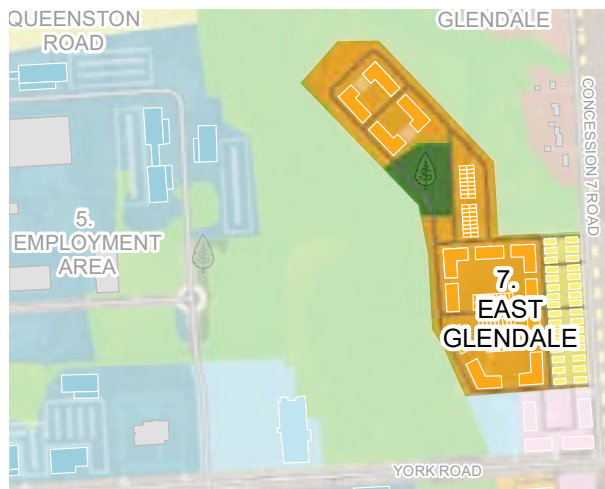
The employment area recognizes the existing cluster of industrial businesses that will be maintained and protected for employment uses over the long term. This area will provide employment opportunities for Glendale and the broader municipality. It is well-positioned to benefit from the Niagara District Airport, access to the QEW and close proximity to international borders. Future development proposals could include a circuit of new roads, enhanced urban design guidance and sustainability elements.



Photo Courtesy of Holiday Inn Express & Staybridge Suites Niagara-on-the-Lake

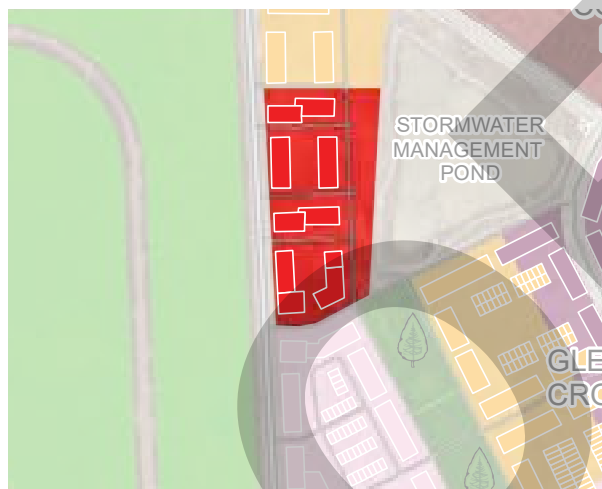
Glendale Employment Area





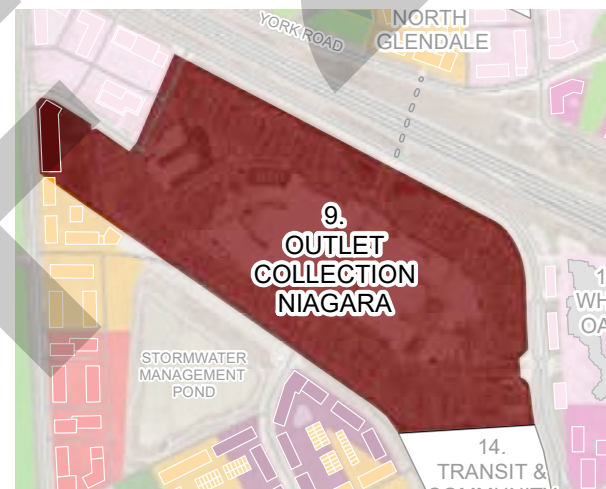
4.6 East Glendale

The East Glendale area is somewhat isolated from the rest of the plan area by the Six Mile Creek and associated environmental features. For this reason, the District Plan recommends the change in land use from an employment designation to a low-medium density residential area. Consideration of the land use change will be further reviewed through the Secondary Plan update.



4.7 High Density Residential

Fronting onto Homer Road, the higher density residential area has been strategically located away from the existing low density neighbourhoods and situated between the existing stormwater management pond and the greenspace of the St. Lawrence Seaway Authority lands. It has been located in close proximity to the transit hub, Main Street and Outlet Collection to encourage opportunities for active transportation.

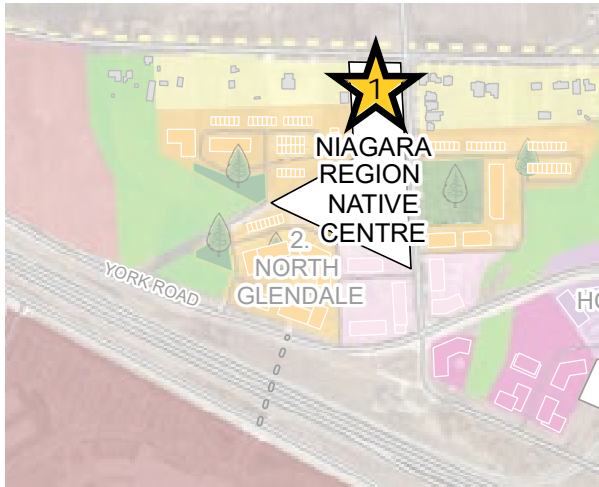


4.8 Outlet Collection of Niagara

The Outlet Collection of Niagara provides a number of high-end retail options and is a major tourism draw, attracting many visitors from outside Niagara. There is significant opportunity for this site to evolve over time. Flexible policy will allow the addition of mixed-use buildings that interface with Glendale Crossing.

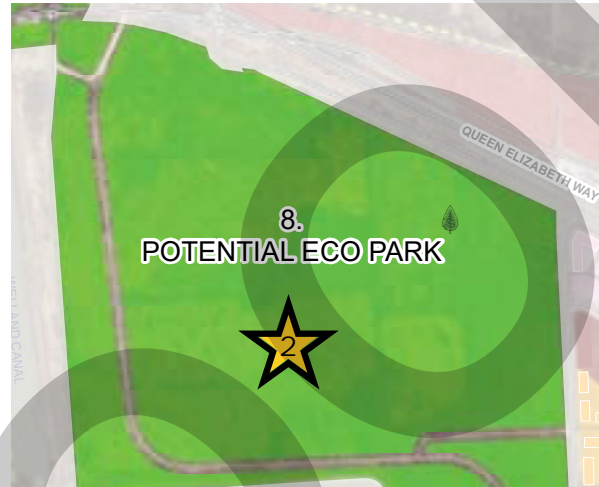
4.9 Special Study Areas

There are four Special Study Areas within the District Plan. A description of each area is provided below.



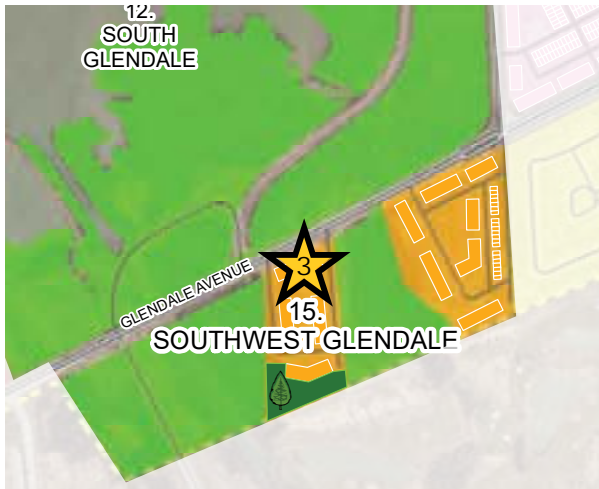
Special Study Area 1

Represents the Niagara Regional Native Centre located in the north-west area of the Glendale. The Niagara Regional Native Centre's mission is to provide programs and services to the urban indigenous population and promotes awareness of the cultural and social interests of the indigenous peoples. Niagara Regional Native Centre is also undertaking a Master Plan process to direct the future use of their holdings. The District Plan shows no land use direction for the Niagara Regional Native Centre lands and will recognize the ongoing work of the Master Plan.



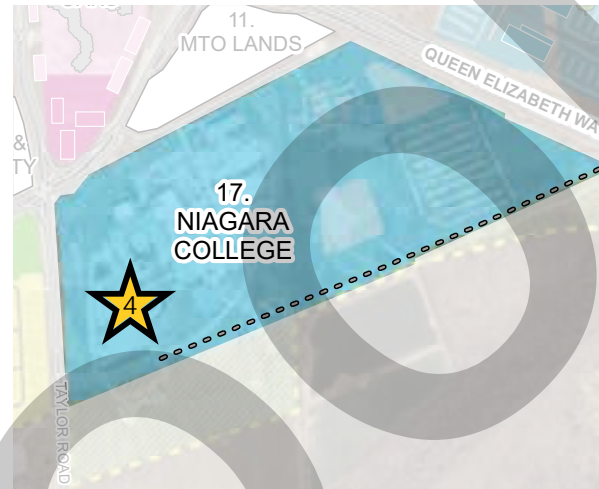
Special Study Area 2

Is located in the western portion of the Glendale study area and recognizes the policy and land use constraints of implementing the future Eco-Park. It identifies the need to work with the St. Lawrence Seaway Authority, Province and local municipality to determine the potential opportunities for recreational uses, a trail system, agriculturally-supportive uses or other uses deemed appropriate.



Special Study Area 3

Is the area known as Southwest Glendale and is subject to the Niagara Escarpment Plan. The future land owner made a request to change the designation of the lands from the Environmental Protection Area to Urban Area via the Coordinated Plan Review in 2017. This decision was deferred by the Ministry of Natural Resources and Forestry and the outcome of the deferral is pending. The District Plan shows an urban land use concept for this area; however, the decision on the deferral, as well as future planning applications, will ultimately determine if the land can be developed as shown on the land use concept.



Special Study Area 4

Represents the Niagara College land holdings located in the southeast of the study area. The College is undertaking its own Campus Master Plan process to establish a proactive plan for growth and development on their property. The College also recently purchased the lands to the east, known as the Niagara Corporate Business Centre, which has been incorporated into their Master Plan process. The Special Study Area acknowledges the ongoing work to complete a Campus Master Plan and the continued collaboration with the College through this process.

4.10 Preliminary population and employment forecast

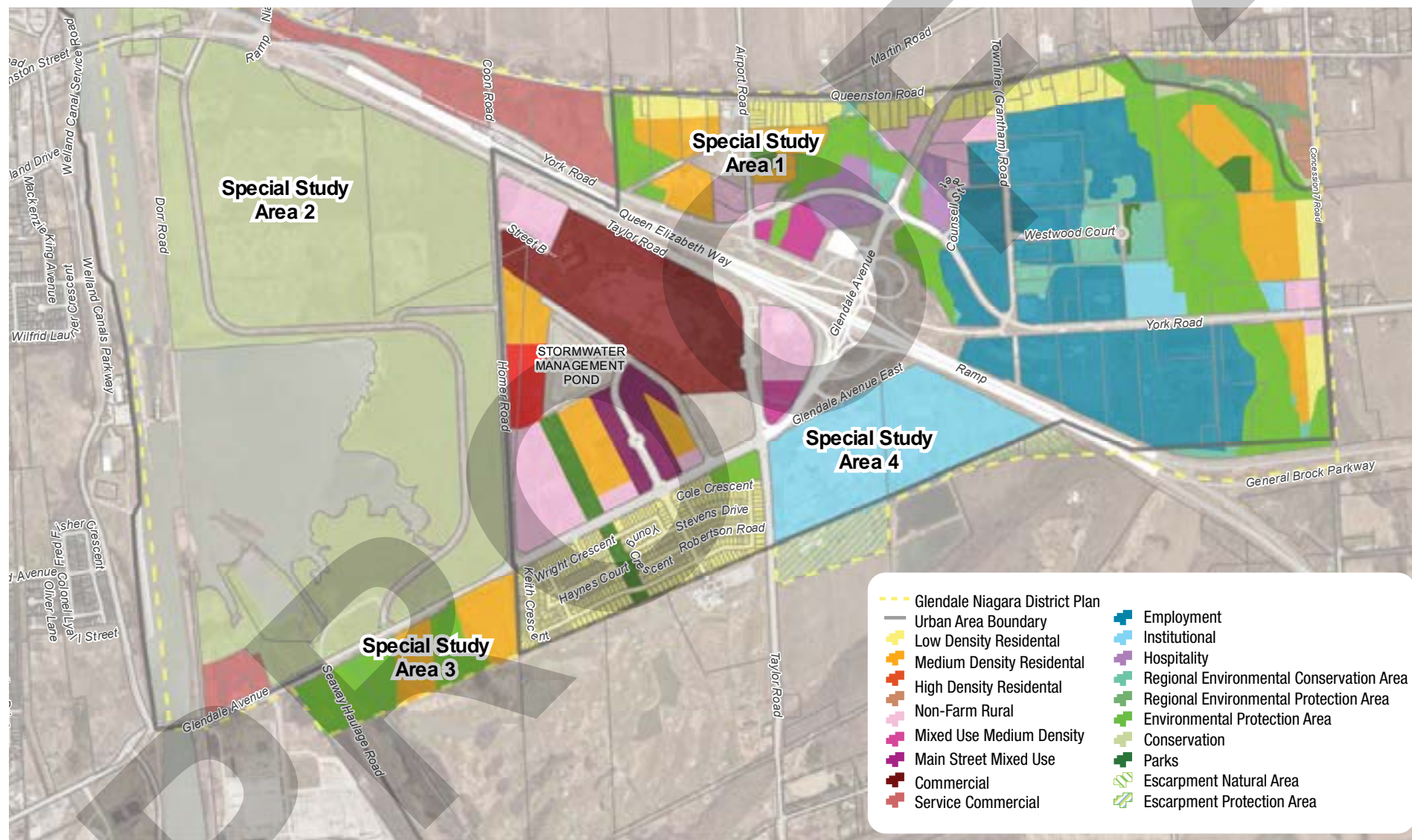
Using the demonstration plan, an estimated total population at build out could be approximately 15,000 people and 7,500 jobs. This number includes the existing population and jobs. It is recognized that the ultimate build out of the entire Glendale study area would be beyond the current 2041 planning horizon.

The following provides an example of a built form that could be found in each of the land use categories:

- **Low density** – ground related residential built form such as single detached, semi-detached and townhouses
- **Medium density** – denser built form such as townhouses, stacked or back-to-back townhouses, as well as low-rise and mid-rise apartment buildings
- **High Density** – characterized by mid to high-rise built form such as apartment buildings
- **Mixed-use** – a development that includes more than one type of land use within the same building or on the same site

The approximate population is based on the conceptual demonstration plan and average Floor Space Index calculations; however, this will be further tested through design and technical considerations. Exact building heights have not been assigned and will be assessed and determined through the update to the Secondary Plan. The population forecast may change as a result of more detailed work completed through the Secondary Plan update.

Land Use Concept



5.0 Glendale District Plan – Key Directions

The Glendale District Plan is comprised of nine key directions that reflect the vision and provide a path forward for the creation of a complete, vibrant community. Each direction includes a description and strategies. A series of recommendations are also provided for consideration through the implementation of the plan.

Urban design guidance will encourage a consistent design approach to create a unified character, a positive urban experience and a comfortable public realm. The District Plan's high level guidance will be further refined through the update to the Secondary Plan.

1 Protect and enhance the landscape/natural features

2 A convergence for the area's trails and active transportation facilities

3 Provide an accessible and connected transit system to serve the Glendale area, Niagara and beyond

4 Create a strategy to build on the existing assets within Glendale and linking Glendale with the greater Niagara-on-the-Lake and Niagara

5 Create the main street as a transition from the Outlet Collection of Niagara to the adjacent urban neighbourhood

6 Provide a diverse range of housing ensuring choice and affordability

7 Create a public/civic space as a focus for Glendale

8 Use sustainability measures related to resiliency and climate change

9 Coordination of infrastructure review capacity and upgrades



1 Protect and enhance the landscape/natural features

The abundance of greenspace in and around the Glendale study area is an important element of the District Plan. Significant natural features – the Niagara Escarpment, the adjacent Woodend conservation area, Six Mile Creek, and the Welland Canal and associated lands – all contribute to this green, environmental system. Protecting these natural features, incorporating them into development plans and weaving open space connections throughout the study area will be key to the success of this direction.

In addition, additional work will be undertaken to investigate the incorporation a large Eco-park within the Glendale area. This Eco-Park area has been shown as Special Study Area 2 and will support

the connection to nature, offering opportunities for improved physical and mental health for residents and visitors alike.

Glendale offers incredible views and vistas to the Escarpment, the agricultural lands and the vineyards of Niagara-on-the-Lake. Given the development potential in the study area, it is important to identify and protect these viewsheds at the outset. This will set Glendale apart from other communities.

An appropriate transition to the agricultural area shall be provided through a lower density designation along the major boundaries.

Urban Design direction for open space and buffers:

- Provide landscape buffers and built form transitions for appropriate visual and physical transition to the rural area
- Consider a design vocabulary that celebrates the natural and rural surroundings
- Prepare a visual impact analysis, to identify the significant views and vistas to important natural features
- Arrange building heights to allow views to the Escarpment. Design built form to provide views to the Escarpment (window placement, rooftop amenity spaces)
- Landscape palette (softscape): Plant material should be native, Carolinian, non-invasive species. Ensure that street trees have ample room for soil volume (i.e. root habitat)
- Landscape palette (hardscape): Where possible, use materials that are local to Niagara (rock, stone, wood, etc.)

The Glendale District is generally bounded by the agricultural areas to the north and east, the Niagara Escarpment to the south and the Welland Canal to the west. Glendale has the unique opportunity to provide a dense urban area with a close relationship to agricultural and natural areas.

The Niagara Escarpment is a UNESCO World Biosphere Reserve. The Biosphere Reserve protects biodiversity through environmentally and socially sustainable development. It also aims to promote education and research of the interconnection between social and ecological systems.

As a potential UNESCO Global Geopark, there is an opportunity in the future for the creation of an open space in Glendale that could integrate many aspects of environmental education, providing an avenue to engage formally and informally with the broader community to enhance their appreciation of the landscape, history and culture.

This key direction will recognize and promote passive recreational opportunities and connection to the natural environment while protecting and enhancing the natural features and biosystems.

Strategies to Implement:

1. Create an Eco Park, investigate opportunities for other complementary uses.
2. Preserve and protect views and vistas to the Niagara Escarpment, natural and agricultural areas.
3. Appropriately transition from built form and urban uses to the rural area.
4. Review and confirm the Natural Heritage System.
5. Leverage the connection to the escarpment and the UNESCO World Biosphere Reserve designation, agricultural lands, wine industry, etc. as a unique destination.



Global Geoparks:

defined by UNESCO as a single unified geographical area, where sites and landscapes of international geological significance are managed with a holistic concept of protection, education and sustainable development.



Natural Heritage System





2 A convergence for the area's trails and active transportation facilities

Trails and active transportation facilities are important for promoting healthy lifestyles and connectivity in the Glendale area. There is an existing network of on-street and off-street paths, sidewalks and cycling facilities. This network includes the Bruce Trail, Laura Secord Trail, Woodend Conservation Area, sidewalks and cycling lanes, and several informal paths. As Glendale develops, new proposals should consider the connection to existing active transportation facilities and look for opportunities to expand this network.

Despite the existing active transportation network within the study area, it is difficult to move through the area without a car. Safety concerns, including missing pedestrian and cycling links, have been identified through the consultations. As we move forward, building complete streets will ensure a continuous active transportation network creating a safe environment for walking and cycling, complete with destinations to visit and places to rest along the way.

Urban Design direction for active transportation:

- Ensure that complete streets principles are applied to the design of the street network
- Provide a description of the various road types throughout the district, identifying the types of active transportation associated with each road type
- Provide trail connections to destination locations throughout the study area, consisting of appropriately located trailheads, wayfinding and meeting places
- Where appropriate, provide trails along or adjacent to valleylands and woodlots
- Align the road network to capture significant views to the escarpment and other areas outside the urban boundary

Existing Trail System





Laura Secord Legacy Trail:

The study area is rich with history, including being part of Stage Three of the famous Laura Secord 1813

trek. The trail spans 32 kilometre from the Laura Secord Homestead in Niagara-on-the-Lake to Decew House in Thorold, through the Glendale study area. Opportunities can be investigated to provide additional connections to this trail and commemorate this trek through markers or historic/interpretive signage.

Creating a safe and comfortable public realm is essential for a complete and active community. Incorporating enhanced urban design guidance will assist in creating that comfortable public realm. The addition of street trees, landscaping, seating, lighting, and sustainability measures can all contribute to a positive pedestrian experience.

The QEW is a significant physical barrier for connecting the north and south areas of Glendale. The Glendale Avenue interchange is currently the only major crossing of the QEW within the study area. Although there are sidewalks over this interchange, the pedestrian environment is unwelcoming and can feel unsafe. The re-design and re-construction of the Glendale Avenue interchange to a Diverging Diamond Interchange configuration with a centerline multi-use path will improve this active transportation connection.

The District Plan identifies two new potential future connections across the QEW. The connection west of the interchange was identified initially for active transportation modes due to the grading requirements to accommodate a full vehicular link. The connection east of the interchange could be considered for a full bridge/road configuration for all modes of travel. Further technical study and consultation with adjacent property owners are required to determine the feasibility of these connections. They are identified conceptually on the Demonstration Plan and may be further reviewed through the transportation study work as part of the Secondary Plan update.

This key direction aims to ensure a more appropriate balance for all modes of travel both into and throughout the study area.

Strategies to Implement:

1. Provide opportunities to connect new active transportation facilities with existing and proposed trails.
2. Connect the on-street bike lanes along Glendale Avenue from Homer Rd to the Welland Canal.
3. Create more opportunities to enhance walkability. Review the sidewalk connections and look for opportunities to connect and enhance the pedestrian network.
4. Continue to investigate additional opportunities for connection from north Glendale to south Glendale over the QEW.





3 Provide an accessible and connected transit system to serve the Glendale area, Niagara and beyond

Establishing a central multi-modal transit and improving options for entering, exiting and travelling within the study area hub will be key in realizing this direction. The hub should be centrally located and able to accommodate inter-municipal transit, local transit, GO transit and other transit options.

As the hub is further investigated, the project team will continue to work with the Inter-municipal Transit Working Group, Niagara College, the local municipalities and others to coordinate transit operation efforts.

Providing opportunities for shared parking facilities, car share, bike share and on-demand transit will also be investigated to help reduce parking requirements and provide greater connectivity throughout the study area.

A GO rail transit stop was also identified as another transit option for further investigation. The District Plan will continue the dialogue with the GO Implementation Team and Metrolinx to lobby for a new GO train station area as a long-term goal. A location on either side of the Welland Canal within 2 kilometre of Glendale along the existing rail line located south of the study area should be investigated.

Urban Design direction for gateways:

- Glendale is centrally located within Niagara, and provides easy access to the QEW and Niagara District Airport, and acts as a gateway to several local municipalities
- Major Gateways are located at strategic locations and should reflect a consistent design language to express a sense of identity within the District
- Minor gateways should be reflective of the design language of the major gateways at a smaller scale
- Consider the placement and relationship of gateways with respect to views and vistas of natural features (i.e. Niagara Escarpment)
- Building designs at gateway locations should address the gateway by locating entrance doors and windows that face and activate these areas and include active uses at grade
- Lighting and nighttime visual interest should be considered in the overall design of gateway features

Potential Gateway Locations



Character Gateways:

may use specific urban design treatments to signify the entrance to a special area within the community (e.g. the Main Street)

Major Gateways:

are strategic entry points into the community, such as the Glendale Avenue interchange, and can include a significant architectural feature that is complemented by planting, water features or lighting.

Minor Gateways:

are secondary entrances to the community and can include a smaller-scale architectural feature complemented by planting and lighting. Minor gateways may also be located at entrances to a significant area of the community (i.e. the Main Street).

This key direction recognizes the importance of providing an efficient and connected multi-modal transit system to achieve a complete community.

Strategies to Implement:

1. Provide a multi-modal transit hub for inter-regional transit, GO Transit, tourism buses, and terminal facilities.
2. Create synergies between the transit hub and community focus by locating these facilities and functions in close proximity to one another.
3. Continue to encourage a GO Transit Rail stop location within 2 kilometre of the study area.
4. Provide guidance for integrating transportation demand management objectives into development plans.
5. Identify and integrate gateway features at major entry points into the District.
6. Create a wayfinding strategy to co-ordinate directional signage for vehicles, cyclists, pedestrians and transit users. Ensure that the history and character of Glendale is reflected in the wayfinding strategy.





Image provided by Outlet Collection at Niagara Ivanhoé Cambridge

4 Create a strategy to build on the existing assets within Glendale and linking Glendale with the greater Niagara-on-the-Lake and Niagara

The Glendale study area currently has a number of assets that will contribute to a successful urban district; Niagara College, the Outlet mall, White Oaks Conference Centre and Spa, QEW access, the nearby Niagara District Airport and clusters for hospitality, employment and a range of residential uses. The District Plan will continue to build on, enhance and promote these assets.

The District Plan will support the Niagara Region's employment strategy by identifying an employment area for a cluster of employment uses over the long-term. It is important to protect the employment

area in Glendale as it provides the majority of the employment designated lands for all of Niagara-on-the-Lake. It is also a prime location for employment uses to locate as it is within minutes to the international border crossings and has excellent visibility and accessibility to the QEW.

Although not within the study area, the Niagara District Airport is an important asset to Niagara-on-the-Lake and Niagara. The Niagara District Airport is in close proximity to Glendale and can support important social and economic links, including passenger connections, tourism and movement of goods. Further collaboration

Urban Design direction for innovation hubs:

- Develop an urban design approach to cluster and orient buildings within innovation hubs and employment areas
- Design buildings in a campus like manner to create spaces with opportunities to enrich social interaction, collaboration, health and well-being
- Create edges that address public streets with well-designed high quality architecture

with the Niagara District Airport, the local municipality and the other partners is needed to prepare an Airport Strategy/Master Plan to review opportunities for connections and other synergies between Glendale and the airport.

There is great potential for an enhanced connection between the airport and the employment area. The Niagara Region will work with Niagara-on-the-Lake to brand and market the employment area as a premier location for shipping and goods movement.

Niagara College is located within the study area and offers a wide range of programs and learning opportunities. This direction recognizes the College as a catalyst to contribute to the creation of an innovation hub. Innovation hubs are campuses that attract learning, creative thinking and investment. They offer employment opportunities more geared towards technology and research and development. These campuses represent the idea that good work comes from people who have been rewarded with high-quality, well-designed buildings and spaces.

An economic development strategy should be developed to attract entrepreneurial businesses, start-ups and incubator/shared spaces that complement the Niagara College programs and surrounding employment uses to facilitate the creation of an innovation hub.

A tourism strategy could assist with building on Glendale's assets, connecting tourism destinations, such as the Outlet Mall and the planned Hospitality District, within Glendale to the broader tourism destinations throughout Niagara-on-the-Lake and Niagara. It will investigate ways to market the area and leverage its well-connected location.

Actions associated with this direction will be implemented through additional collaborative efforts amongst stakeholders and through the ongoing work of a technical advisory committee.

Strategies to Implement:

1. Protect an identified employment area in Glendale.
2. Create a policy framework for the creation of an innovation hub.
3. Integrate Niagara College into the District, accommodate its expansion and integrate/create a focus on food/tech industries.
4. Prepare a tourism strategy.
5. Work with the Niagara District Airport to identify synergies with Glendale, Niagara-on-the-Lake and Niagara.
6. Create a branding strategy for the Airport Employment Area.
7. Provide a flexible policy for the Outlet Collection of Niagara.
8. Investigate opportunities for private sector sponsoring (naming rights) to offset the costs of community facilities.



Map data ©2018 Google

Proximity of Airport to the Study Area





5 Create the main street as a transition from the Outlet Collection of Niagara to the adjacent urban neighbourhood

Located just south of the Outlet Mall, represents a great opportunity for a Main Street lined with multi-storey, mixed-use buildings. The Main Street will be a key component in achieving a complete community by offering commercial uses, restaurants, cafes, and other retail uses. It will serve the current and future population of Glendale by providing a different experience that is smaller in scale and more focused on uses that serve the surrounding neighbourhood.

A woonerf, or living street, design provides an opportunity for all travel modes to coexist and allows the space to be used in multiple ways. The street is designed to calm traffic and enhance opportunities for active transportation.

Often these streets have design elements that set them apart from a regular street, such as modified or no curbs, permeable pavers, or other design elements at crosswalks. They can also offer the possibility of temporary street closures for community events, activities, and festivals. Since there is already a road connection where the Main Street has been identified, a woonerf street design may be investigated in the future when the Main Street is reconstructed. Until that time, enhanced design elements and streetscaping can be incorporated through development applications.

This key direction will draw on urban design guidance and flexibility in building design to create a welcoming public realm. Ground floor uses will be encouraged to spill-out with display areas and patios to activate and enliven the main street. Policies should direct important urban design elements of the Main Street to ensure they are identified and realized through development proposals and municipal capital projects.

Through the future completion of the commercial lands review study, the short and long term viability should be investigated for the main street commercial uses.



This work should consider the layout of the main street, the type of commercial offerings, the permanent population and the visitor/tourist population, etc. It should review the main street and provide specific recommendations to assist in achieving a successful, mixed-use community.

The Outlet Collection at Niagara has the potential to grow and evolve over time. As consumer trends shift and parking requirements change, flexible policy can allow the site to transition to a mix of uses similar to other large mall sites throughout Ontario. The District Plan recommends a flexible planning policy to allow for the continuation of the existing uses, as well as provide for the evolution to a mix of uses in the future.

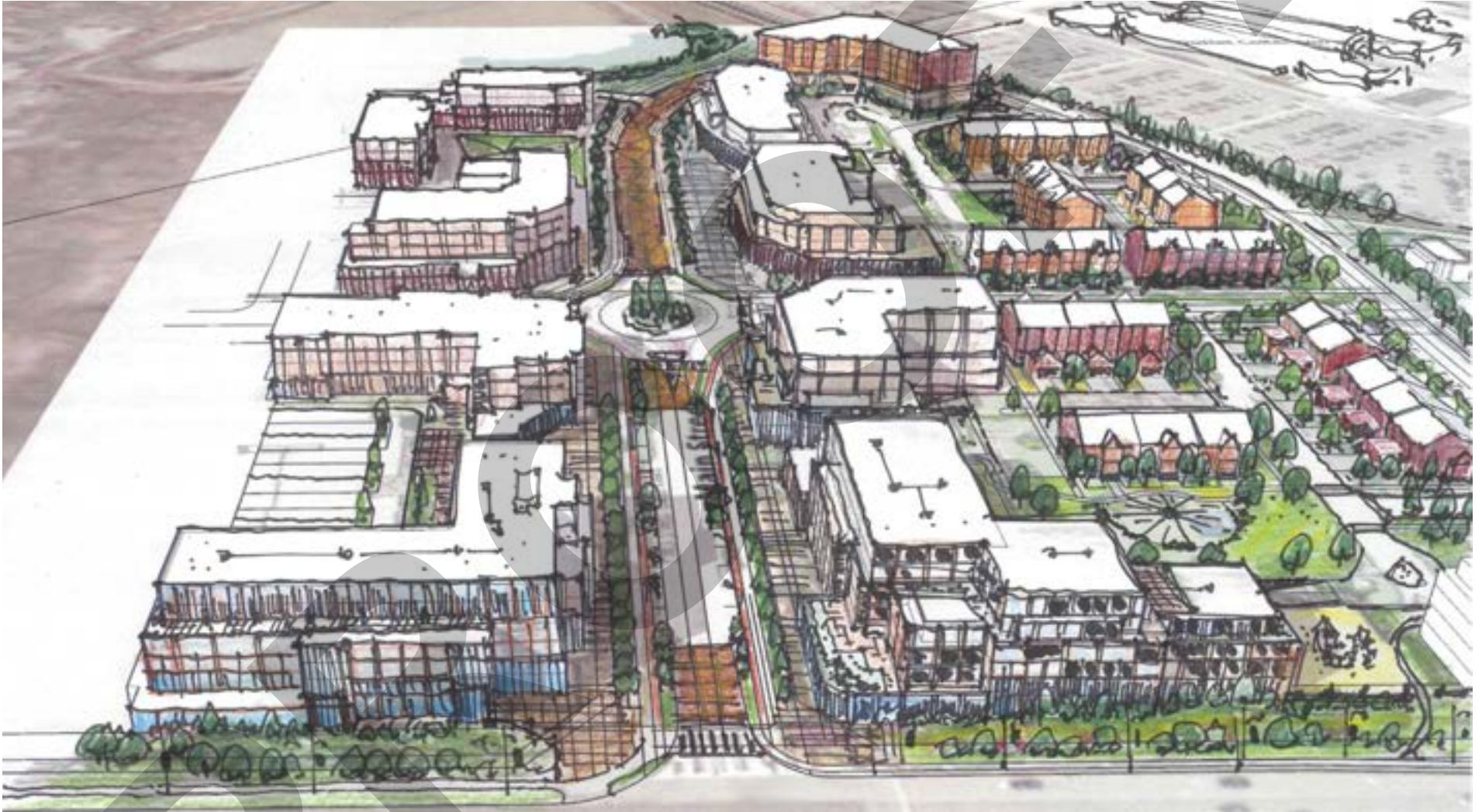
Urban Design direction for the Main Street:

- The creation of urban design guidelines shall analyze successful examples of Main Streets, new and old, and develop relevant criteria for elements that can be applied to Glendale
- Public realm criteria can specify sidewalk widths and treatments, tree planting locations, utilities and lighting, street furniture, spill-out or marketing areas, transit locations, cycling facilities, on-street parking provisions, placemaking and public art
- Private realm criteria may include building massing, materials/treatments, ground floor building design parameters, design of upper floors, building entrance treatments, patios, and signage design
- Driveways to surface parking lots, underground garages and loading areas should not be located along the Main Street or Glendale Avenue
- Main Street buildings should be designed with flexibility and adaptability of the ground floor to accommodate a range of compatible uses
- The transition to the Outlet Mall is strengthened by a high quality streetscape experience
- Explore options for closure of all or a section of the Main Street for festivals and community events
- Consider the night time experience through enhanced sidewalk lighting, accent lighting, decorative displays, and public art pieces



Niagara-on-the-Lake has had many exceptional and prominent women throughout its history. Consideration should be given to formally recognize and commemorate these women through historical markers, public art or other means along the proposed Main Street.

Main Street Perspectives



For illustration purposes only

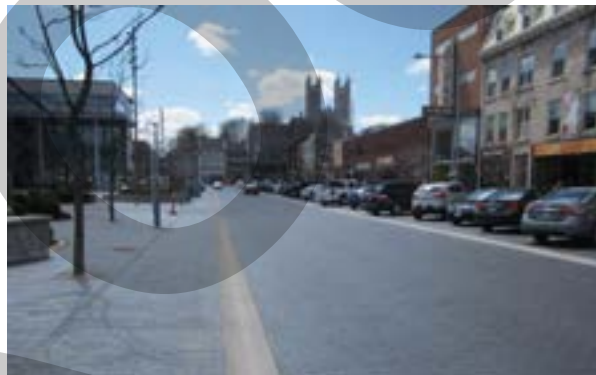
This key direction aligns with the vision to create a Main Street as a prominent part of the District. It will provide a unique destination with local commercial uses, amenities and a strong linkage to the Outlet Collection.

Strategies to Implement:

1. Require all buildings along the Main Street area to have commercial at grade.
2. Prepare specific urban design guidance for the Main Street area.
3. Review the viability of commercial lands within the main street. Actively engage with retail, service and grocery store chains to attract new commercial offerings to the area.
4. Work with the owner of the Outlet Collection of Niagara to understand the long term plan and opportunities for the site.



Map data ©2018 Google





6 Provide a diverse range of housing ensuring choice and affordability

Providing new, diverse and affordable housing options is important for the Glendale area, as well as across Niagara. Currently, residential uses in the study area are primarily low density, ground related built form. The Glendale District Plan provides an opportunity to integrate more medium and higher density housing, purpose-built rental, and mixed-use buildings to diversify the housing options within the study area.

The District Plan supports the need for affordable housing. Further consultation with Niagara Regional Housing and other housing providers/operators in Niagara will be undertaken. In addition, information and recommendations from the Housing and Homeless Action Plan and the Housing Strategy will inform a

policy framework that will support the construction of an adequate supply of affordable housing, both for rental and private ownership. In particular, given the proximity to the Niagara Regional Native Centre, this direction will encourage the investigation of opportunities for indigenous supportive housing.

Denser built form options will increase housing options to accommodate a variety of family sizes, ages and incomes. When introducing medium and high density built form often concerns related to compatibility are raised. It is important to ensure that new denser forms of housing are appropriately integrated with the existing community. Urban design guidance will

provide direction for building design to ensure suitable transitions between low to higher density buildings.

Housing options for Niagara College students will also need to be explored. While some of these students live outside of the study area and travel in, others live in the student residence and within rental housing in the adjacent Niagara on the Green subdivision. Niagara College is currently preparing its Campus Master Plan for the Niagara-on-the-Lake campus and has identified the need for more purpose-built student housing on-site, as well as exploring opportunities with area developers to integrate student housing within the study area. The project team will continue to be investigated to achieve this.

Urban Design direction for housing aims to:

- Demonstrate that higher density housing forms can be designed to be compatible with lower density forms through building-to-building relationships, building massing and orientation, transition and gradation, high quality exterior building design, sun-shadow studies and overview, and the use of landscaping to enhance the overall quality and design
- Include housing alternatives for accessible, age friendly and options that are designed to accommodate secondary suites. Secondary suites can add to affordable rental options throughout the community and can provide additional income for homeowners.
- Street oriented housing forms must address streets with front doors, windows and front porches that can enliven streets and enhance social interaction
- Demonstrate how affordable housing options can be integrated within market rate housing
- Promote high quality exterior building design and landscaping design of affordable housing forms through the use of durable and visually appealing materials
- Where appropriate, reduction of parking ratios to reduce the cost of construction and operation of developments should be considered (especially for affordable housing). Site areas that might have been devoted to parking can become green spaces, community gardens, and or other buildings.
- Improve the quality of streetscapes by avoiding the placement of surfacing parking between the buildings and streets

Offering diversity of housing provides the opportunity to stay within or close to your neighbourhood as housing needs change over time. It will contribute to a vibrant and complete community by offering people a variety of options that are suited to their choices and lifestyles.

Strategies to Implement:

1. Encourage a range and mix of medium to high density housing to achieve a population that will support a complete community.
2. Encourage a range of unit sizes to accommodate different family sizes.
3. Create design guidance to inform how new higher density built form can be appropriately integrated with the existing community.
4. Provide affordable housing options within the study area for both rental and private ownership.
5. Integrate age-friendly and accessible best practices in the design of buildings, spaces and the public realm.
6. Work with Niagara College to investigate student housing options.



6% OF HOUSEHOLDS
are in Core Housing Need
in Niagara-on-the-Lake
on par with the Niagara average

households are spending over
30% of income on shelter costs
much higher than the Niagara average.

Little housing diversity in Niagara-on-the-Lake



**82% OF UNITS ARE
SINGLE DETACHED
DWELLING**

there are limited apartment units in the municipality



**26% INCREASE IN
HOUSING PRICES**
from 2016 to 2017



7 Create a public/civic space as a focus for Glendale

A community hub will be a central focus of Glendale's complete community. Future work will investigate possible partnerships for the hub location, for example, public health offices, police services, Niagara College satellite space, Niagara Regional Native Centre programs, and/or other service providers all integrated into the space. The community hub can also offer recreational space and programming, a library site, daycare services, multi-purpose rooms and incorporate the transit service terminal. It will become an important destination for social interaction and offerings.

The community hub could also be a multi-storey building to provide additional space for community

uses, offices or housing on the upper floors. In line with Key Direction 6, partnerships could include Niagara Regional Housing or Niagara College to provide specialized affordable housing.

Complete communities thrive when well-designed, high quality public spaces are integrated into the overall community design. Green space for recreation shall be woven throughout the community through public and publicly accessible spaces. Urban design guidance will consider different scales of parkland and open space to encourage a variety of opportunities for active living throughout the District Plan area. Active living directly contributes to a healthier population.

Urban Design direction for public spaces:

- Public spaces of various scales are integrated into the fabric of Glendale. Within each of these spaces visitors will enjoy trees, seating, lighting, paved areas, walking paths, and programming elements that create well-being through music, food, markets, and active lifestyles.
- Public spaces provide opportunities for public art that celebrates community spirit and promotes vibrancy
- Adjacent buildings include entrances and windows that are oriented towards public spaces to assist in activating the space
- Design the transit hub with public space for visitors to wait, meet, and be around people
- Design public and civic spaces that are both permanent and temporary
- Policies and guidelines for the long term maintenance and operation of public spaces should be developed so that municipalities can budget adequately to ensure that these spaces remain attractive and in good form

Perspective From Community Focus



For illustration purposes only

In addition to a community hub, through the update to the Secondary Plan, the School Boards will be consulted to determine if an elementary or secondary school site is needed. School sites could be combined on a campus type setting or with the community hub to share facilities. The study team will review the possibility of more urban footprints for school sites in order to maximize the land available for development and the ability to achieve a complete community that will support the land uses proposed.

Public art will assist in creating a unique identity and sense of place for Glendale. Public art is any form of art that is enjoyed by the public and can include statues, murals, sculpture, fountains or functional art (i.e. artistically designed benches). An attractive public realm will also enhance the sense of social inclusivity and positive mental health. In this way, public spaces play a key role in evoking a sense of place and identity.



Strategies to Implement:

1. Plan for a central recreation/community hub location for the community. Promote partnerships with various stakeholders to create centralized services for the community in one location.
2. Develop a strategy for 4-season community needs, cultural offerings.
3. Provide outdoor recreational facilities to support the community needs.
4. Incorporate public art that is unique to the Glendale and Niagara area.





8 Use sustainability measures related to resiliency and climate change

Sustainability measures such as low impact development techniques and green infrastructure design will be supported and encouraged throughout Glendale. Sustainable measures must be considered at a broad scale throughout the entire plan area, at a sub-area or block level and at an individual property level.

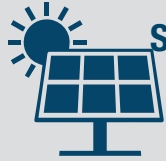
There are many benefits to incorporating sustainability measures. Where possible, new development shall employ innovative stormwater management practices that reduce runoff and stormwater pollution. The use of bioswales, rain gardens, permeable pavers and other surface water treatment techniques will assist in managing and treating stormwater at the source.

These measures, and other appropriate sustainability measures, will contribute to a successful stormwater management strategy.

Additional sustainability opportunities include strategically utilizing landscape and open space features. For example, local food production such as community gardens, a local farmers market and edible landscaping can help support local farmers, add to the unique community image and decrease emissions by reducing the distance from farm to table. Using locally sourced building material, promoting waste diversion from landfills through the provision of recycling or tri-sorting stations, and adding electric car charging stations should also be considered.

Urban Design direction for sustainable elements and features:

- Consider the use of green or passive energy sources (i.e. solar energy, geothermal energy) for buildings where feasible
- Consider the orientation of buildings and windows to maximize solar gain
- Use plant material strategically to create shade and block wind
- Implement green building elements into built form, such as green roofs



Sustainability tools and interventions can include measures for energy/ carbon reduction, water use and waste management, material resources and solid waste reduction, green building design, and enhanced green space strategies.

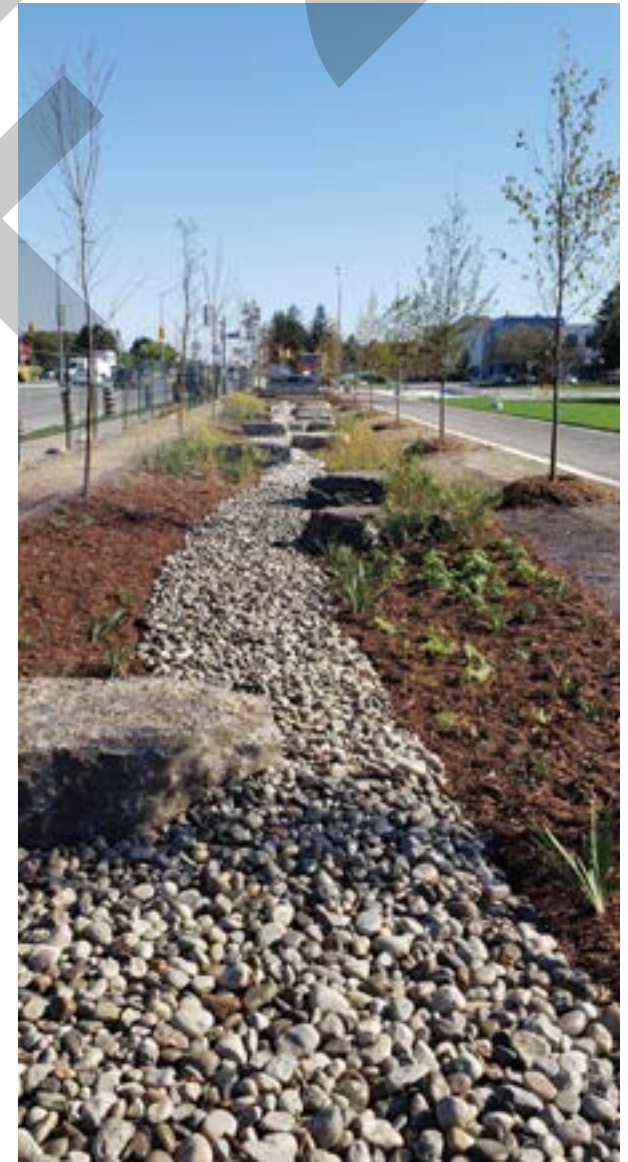
Sustainable communities also consider the materials that are used in building and site design. New development within the study area should also consider a more sustainable building design to promote energy efficiency. The preparation of green building design guidance will encourage new development and redevelopment to incorporate more efficient and sustainable design elements. The incorporation of green roofs can reduce energy consumption by adding a layer of insulation from extreme cold, as well as support biodiversity by providing additional green space throughout the study area.

Through the preparation of a sustainability strategy, sustainability performance indicators and benchmarks for new development, redevelopment and intensification opportunities can be created.

Based on these indicators, there is potential for current or future incentives to be linked to these enhances requirements.

Strategies to Implement:

1. Prepare a sustainability strategy for the Glendale.
2. Encourage sustainable, green streets and parking areas throughout the District.
3. Investigate innovative stormwater management techniques.
4. Encourage green building design.





9 Coordination of infrastructure review, capacity and upgrades

Further investigation will be undertaken to consider revenue sources for infrastructure improvements. Avenues for consideration include a local area-specific development charge or incentive program. Public service facilities and other community amenities should be included in the future Community Benefits Charge Strategy. The Transportation Association of Canada will undertake this review and make recommendations for consideration.

Transportation capacity will be further reviewed via a transportation study to analyze current and future travel patterns as the study area evolves.

An area of particular focus is the Glendale Avenue and Taylor Road intersection. There is a high volume of traffic moving through this intersection to access Niagara College, the Outlet Collection and White Oaks; particularly at certain times of the day and certain times of the year. With the potential of a Transit Hub at the corner of Taylor Road and Glendale Avenue, assessing the safe movement of pedestrians through this intersection becomes even more important.

Strategies to Implement:

1. Monitor the implementation of the Glendale District Plan to proactively plan for infrastructure upgrades.
2. Investigate the use of a Community Planning Permit System.
3. Include community amenities for Glendale within the future Community Benefit Charge Strategy.
4. Allow for consideration of cross-border servicing between Niagara-on-the-Lake and St. Catharines
5. Encourage the Town to investigate an area-specific development charge by-law



6.0 Summary of Transportation Review and Recommendations

A high level transportation analysis reviewed the opportunities and challenges for the existing transportation network, active transportation network and road conditions within the study area.

6.1 Street Network

The study area is currently serviced by an existing network of Niagara Region and local roads. This network is well travelled and there may be little opportunity to change the configuration of the existing street network. The future transportation study will review and ensure the optimal location for new road connections and make recommendations on how to enhance the network with active transportation facilities.

Using a grid pattern for new local roads will create a walkable, urban context. The block size should be relatively small to allow for connections to destinations throughout the community. The grid pattern will activate the public realm, offer opportunities for a variety of travel routes for connecting to key destinations, adding a level of discovery and traffic calming.



The Taylor Road and Glendale Avenue intersection is a central point within the Glendale District Plan dominated by key destinations of interest. Pedestrian and cycling movements through the intersection should be prioritized through the integration of transportation and streetscape facilities that improve how people cross this large intersection. Some of the options include longer crossing times, increasing the phasing times to create more pedestrian and cycling crossing opportunities, refuge islands and medians, digital technologies that can cater to movement by monitoring and activating phasing as needed, traffic calming, and others.

Urban Design direction for Glendale Avenue and Taylor Road Intersection:

- Integrate vibrant displays and greenery, public art, seating opportunities, better lighting, and paving treatments
- The large intersection can be designed to be more pedestrian scale through the placement of attractive, high quality buildings and spaces close to the intersection



The names of streets, sub-districts, neighbourhoods, parks, public monuments, infrastructure, and other development features should be locally relevant, recognizing and celebrating the landscapes, history, heritage, and significant people of the area.

6.2 Diverging Diamond Interchange

The Glendale Avenue interchange is being re-constructed to a Diverging Diamond interchange. The Diverging Diamond interchange has a more compact footprint than the existing cloverleaf design and will more efficiently move traffic by reducing the number of conflict points. In addition, a north to west loop ramp will be constructed on the north side of the QEW connecting Glendale Avenue directly to Airport Road via a new connection. The intersection of Glendale Avenue and York Road will also be reconstructed as a single lane roundabout with protections in place for converting to a dual-lane roundabout should the future need arise. The Diverging Diamond interchange accommodates active transportation users through the inclusion of multi-use pathways. Pedestrians and active transportation users are channeled to the east and/or west ends of the Diverging Diamond interchange through dedicated, signalized crossings at the approaches.

The existing road network has been broken down on the road network table to show the road type, capacity and any identified future improvements



for illustration purposes only

Road Network Table

| Roadway | Jurisdiction | Land Use Classification | Service Function | Divided/ Undivided | Regulatory Speed Limit (km/h) | Number of Thru-Lanes | Estimated Roadway Carrying Capacity (veh/day) | Average Annual Daily Traffic (AADT) (veh/day) |
|---------------------------------------|--------------|-------------------------|------------------|-----------------------|-------------------------------------|-------------------------|-----------------------------------------------------|-----------------------------------------------------|
| Queen Elizabeth Way (QEW) | Provincial | Urban | Freeway | Divided | 100 | 6 | 132,000 | 95,000 |
| Regional Road 58 (Homer Road) | Regional | Rural | Collector | Undivided | 80 | 2 | 8,750 | 2,700 |
| Regional Road 70 (Taylor Road) | Regional | Urban | Arterial | Undivided | 60 | 2 | 17,500 | 9,300 |
| Regional Road 81 (York Road) | Regional | Rural | Arterial | Undivided | 60 | 2 | 17,500 | 10,100 |
| Regional Road 89 (Glendale Avenue) | Regional | Urban | Arterial | Divided | 50 | 4 | 35,000 | 13,000 |
| Regional Road 90 (Airport Road) | Regional | Rural | Arterial | Undivided | 60 | 2 | 8,750 | 5,800 |
| Queenston Road | Municipal | Rural | Collector | Undivided | 70 | 2 | 8,750 | - |
| Townline Road | Municipal | Rural | Local | Undivided | 50 | 2 | 8,750 | - |
| Main Street | Municipal | Urban | Local | Undivided | 50 | 2 | 8,750 | - |
| Concession 7 Road | Municipal | Rural | Local | Undivided | 50 | 2 | 8750 | - |

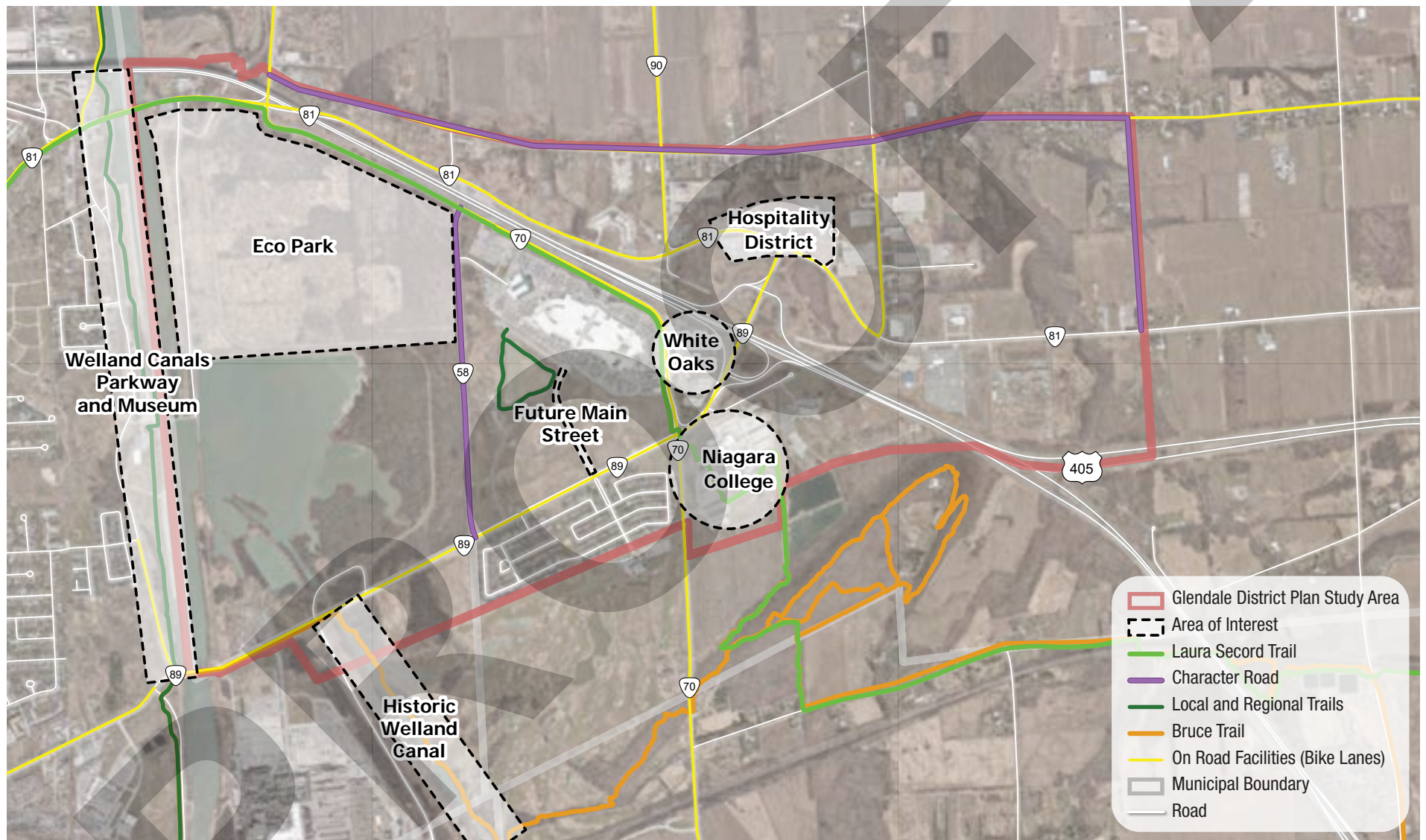
| Remaining Roadway Carrying Capacity (veh/day) | Proposed Complete Streets Typology | Transit Master Plan Recommendation(s) | Recommended Strategic Improvements |
|-----------------------------------------------|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 37,000 | Not Applicable | <ol style="list-style-type: none"> Capacity Improvements/Widening (2022-2031) Interchange Improvements at Regional Road 89 (Glendale Avenue) (2022-2031) | Continue Design-Build Partnership with Ministry of Transportation for Interchange Improvements at QEW and Regional Road 89 (Glendale Avenue), Intersection Improvements (Roundabout) at Regional Road 89 (Glendale Avenue) and Regional Road 81 (York Road), and Regional Road 89 (Glendale Avenue) to Regional Road 90 (Airport Road) Bypass Ramp |
| 6,050 | Transitioning | None | None |
| 8,200 | Transitioning | None | None |
| 7,400 | Transitioning | None | None |
| 22,000 | Transitioning | <ol style="list-style-type: none"> New Road (Regional Road 81 (York Road) to Queenston Road) (2022-2031) | Continue Design-Build Partnership with Ministry of Transportation for Interchange Improvements at QEW and Regional Road 89 (Glendale Avenue), Intersection Improvements (Roundabout) at Regional Road 89 (Glendale Avenue) and Regional Road 81 (York Road), and Regional Road 89 (Glendale Avenue) to Regional Road 90 (Airport Road) Bypass Ramp |
| 2,950 | Transitioning | <ol style="list-style-type: none"> Capacity Improvements/Widening (2022-2031) | None |
| 8,750 | Rural/Character | <ol style="list-style-type: none"> New Road (Regional Road 81 (York Road) to Queenston Road) (2022-2031) | Realign Queenston Road with QEW Skyway Bridge Twinning Led by Ministry of Transportation |
| 8,750 | Rural | Not Applicable | None |
| 8,750 | Main Street | Not Applicable | None |
| 8,750 | Rural/Character | Not Applicable | None |

6.3 Character Road

Queenston Road and Concession 7 Road could form a character road network. A character road employs a modified rural cross-section to transition the urban area to the adjacent rural landscape. The use of landscape planting, lower density built form, variation in building setbacks, and wider multi-use paths (instead of separate bike lanes and sidewalks) will assist with this transition. Other character roads may be identified through future urban design work.



Key Destination Features



6.4 Transit Hub/Terminal requirements

In 2019, Glendale and Niagara College Niagara-on-the-Lake Campus has regular transit service via:

| Transit System | Routes | Frequency (Approx.) |
|-----------------------------|---------------------------------------------------------|---------------------|
| Niagara Regional Transit | Route 40 | 60 min |
| | Route 45 | 60 min |
| | Routes 40A/40B | 15 min/15 min |
| | Routes 45A/45B | 15 min/15 min |
| Niagara-on-the-Lake Transit | One bus In-Bound/ Outbound | 60 min |
| GO Bus | From Burlington to Niagara-on-the-Lake to Niagara Falls | 60 min |
| | Niagara Falls to Niagara-on-the-Lake to Burlington | 60 min |

Types of buses: 60 foot articulated, 40 foot, and GO Buses

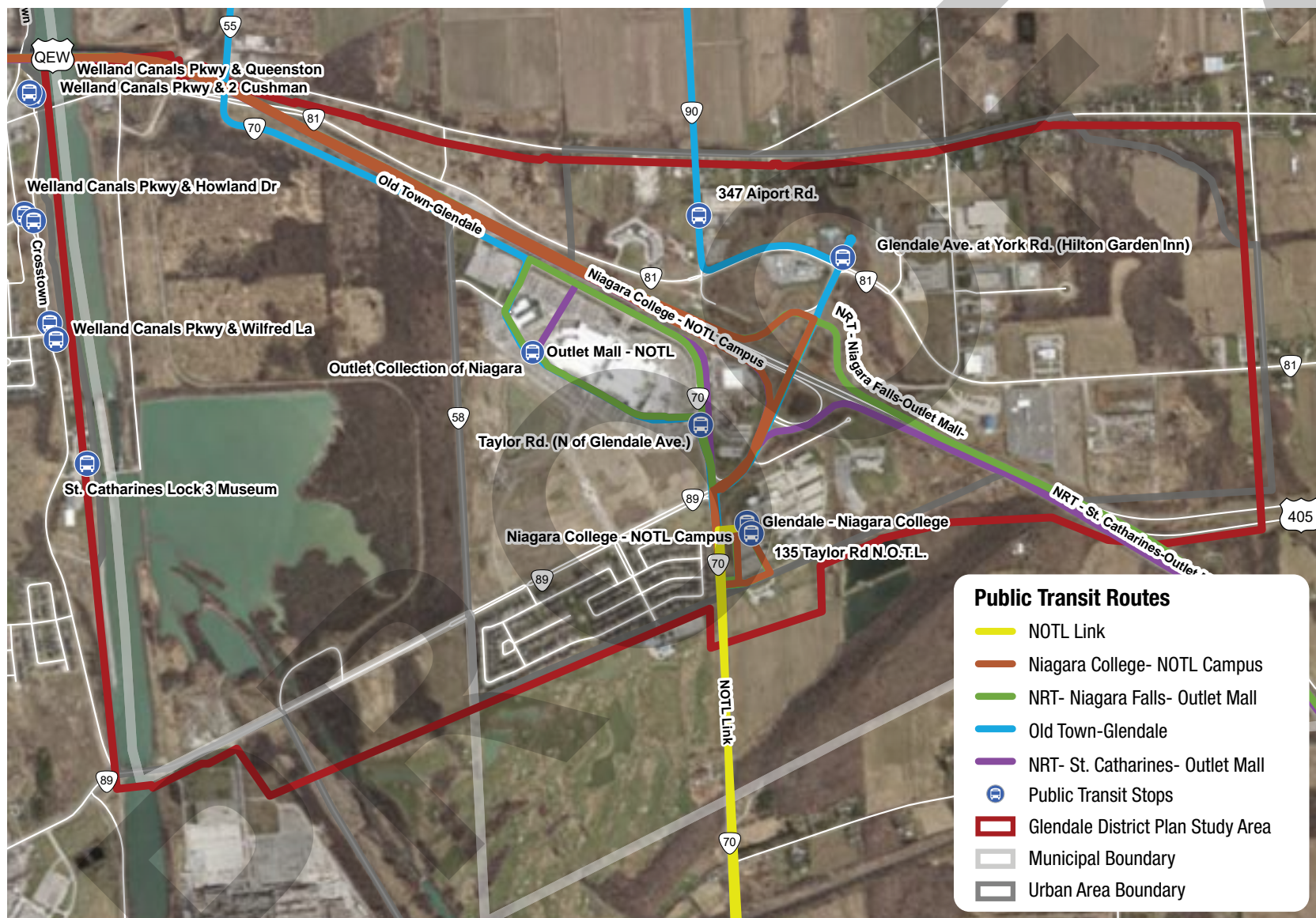
A transit hub/terminal will need to consider a number of elements within the site design. The number of transit routes to Glendale and frequency of buses suggests bus-bay the potential to accommodate 8 bays, plus provision for 2 bays on the street. The configuration should consider both larger 60' articulated buses, as well as standard 40' buses. The final number of bus bays will be further investigated through a future feasibility study.

Additional site requirements to consider include:

- Pick-up and drop-off spots for micro-transit and ride-sharing services for transfers;
- 1 or 2 spots for specialized transit pick-up and drop-off with one spot that can accommodate a larger van 30' size
- Provision for bike shelter/ bike rental kiosks near the terminal
- Passenger amenities such as transit shelters, benches, and waste receptacles
- Access to bus-bays through covered walkway/ corridor is desirable
- Washroom amenities for drivers
- Access and egress roads/ driveways for the unimpeded flow of bus traffic; and,
- A configuration that will allow for future expansion of the bays should the need arise in the future.



Public Transit Routes



6.5 Future Transportation Connections

The Glendale Demonstration Plan identifies two possible locations for future transportation connections east and west of the Glendale Avenue interchange. These connections will provide additional vehicular or active transportation links in the future. Additional technical investigation and consultations will be required through future transportation study.

6.6 Active Transportation Network

The active transportation network includes on-road and off-road cycling and pedestrian facilities. As noted in the key directions, providing these active transportation connections are important to creating and maintaining a complete community. There are currently sidewalks and on-street bike lanes on several roads in the study area. However, there are missing links and opportunities to complete and enhance the active transportation experience.

The Active Transportation Table provides information on the existing active transportation network and any recommended strategic improvements.

Active Transportation Network

| Roadway | Cyclist Facilities | Pedestrian Facilities | Recommended Strategic Improvements |
|------------------------------------|--------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| Queen Elizabeth Way (QEW) | None | None | None |
| Regional Road 58 (Homer Road) | None | None | Incorporate cyclist and pedestrian facilities coinciding with roadway reconstruction |
| Regional Road 70 (Taylor Road) | 1.00 Metre-wide asphalt paved shoulder (northbound and southbound) | 1.80 Metre-wide concrete sidewalk (discontinuous) | Incorporate cyclist and pedestrian facilities coinciding with roadway reconstruction |
| Regional Road 81 (York Road) | None | None | Incorporate cyclist and pedestrian facilities coinciding with roadway reconstruction |
| Regional road 89 (Glendale avenue) | 1.50 Metre-wide bike lanes (eastbound and westbound) discontinuous | 1.80 Metre-wide concrete sidewalk (discontinuous) 3.00 Metre-wide asphalt multi-use path (continuous) | Infill gaps in cycling and pedestrian facilities (concrete sidewalks) Note: bike lanes scheduled for 2024 in 10-year cap. plan |
| Regional Road 90 (Airport Road) | Regional Road 90 (Airport Road) | None | Incorporate cyclist and pedestrian facilities coinciding with roadway reconstruction |
| Queenston Road | None | None | Incorporate cyclist and pedestrian facilities coinciding with roadway reconstruction |
| Townline Road | None | None | Incorporate cyclist and pedestrian facilities coinciding with roadway reconstruction |
| Main Street | None | 1.80 Metre-wide concrete sidewalk on both sides | Direction from district plan |

7.0 Implementation Plan

The District Plan will be implemented through an amendment to the Niagara Region Official Plan where the vision, objectives and key directions are embedded into policy. This policy direction will ensure that future decisions within the Glendale study area are consistent with the vision and direction of the District Plan and any other implementing strategies as a result of this plan.

The Niagara Region will work with the Town of Niagara-on-the-Lake to update the Glendale Secondary Plan to further assess the land use concept and prepare detailed policy and mapping to implement the direction of the District Plan. The Secondary Plan update will include supporting technical studies to test the land uses and ensure that the final plan is both feasible and achievable.

The lands within the City of St. Catharines are subject to the Ministry of Natural Resources and Forestry's decision on the deferral. If the decision amends the Niagara Escarpment Plan designation to Urban Area it would be the first step towards implementing the land use concept as shown in the District Plan. Since these lands are relatively small and owned by one landowner, the landowner would need to make the required planning applications to the City of St. Catharines and Niagara Region to implement the vision of the District Plan. This will also require consideration of an urban boundary expansion.

The success of the Glendale District Plan relies on ongoing, consistent collaboration amongst the key partners and stakeholders. The Technical Advisory Committee membership will be reviewed to determine continued participation. Since some of the recommendations will be implemented through this ongoing collaboration, the Technical Advisory Committee will continue to meet to discuss the strategies and recommendations of the District Plan.

Following the endorsement of the District Plan, an Implementation Plan will be prepared in consultation with the Technical Advisory Committee. The implementation plan will review the following Action Table to assign tasks, timing and next steps.

Implementation Plan

Key Direction 1: Protect and enhance the landscape/natural features

| Strategies | Recommendations |
|-----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1a: Create an Eco-park, investigate opportunities for other complimentary uses | <ul style="list-style-type: none"> • Work with the St. Lawrence Seaway Authority (or future owner) and local municipality to investigate opportunities for the creation of an Ecological Park with passive recreational uses. Investigate opportunities for a Geopark site • Work with Ontario Ministry of Agriculture, Food and Rural Affairs /Ministry of Municipal Affairs and Housing to review the Specialty Crop designation and investigate opportunities for complimentary uses within the Eco Park that celebrate Niagara |
| 1b: Preserve and protect views and vistas to the Niagara Escarpment, natural and the agricultural areas | <ul style="list-style-type: none"> • Prepare a viewshed analysis/line of sight to determine the important views and vistas to protect. Implement guidance through urban design policy in the updated Secondary Plan |
| 1c: Appropriately transition from built form and urban uses to the rural area | <ul style="list-style-type: none"> • Review and recommend appropriate transitions to the agricultural area in terms of land use and built form. Prepare transition policy for the Secondary Plan |
| 1d: Review and confirm Natural Heritage System | <ul style="list-style-type: none"> • As part of the Secondary Plan exercise, undertake an environmental planning study to review/coordinate the natural heritage policy and mapping to provide consistent direction for boundary identification, buffer protection and mitigation measures • Promote the natural features of the Glendale area through marketing opportunities |
| 1e: Leverage the connection to the UNESCO World Biosphere, agricultural lands, wine industry, etc. as a unique destination | <ul style="list-style-type: none"> • Through the creation of urban design/sustainability guidance, investigate ways to incorporate natural heritage features into the design of new developments • Consider connecting to Niagara College environmental studies programs to determine ways to leverage the natural heritage system as a hands on resource for future educational opportunities |

Key Direction 2: A convergence for the area's trails and active transportation facilities

| Strategies | Recommendations |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2a: Provide opportunities to connect active transportation facilities with existing and proposed trails | <ul style="list-style-type: none"> Enhance connections to the Welland Canal and Bruce Trail, where possible Investigate opportunities to enhance the streetscape and implement complete streets. Coordinate efforts through the capital budgeting process for identified improvements Review the existing trail network and investigate new connections from the on-street network, Eco Park opportunities, etc. Prepare a wayfinding study that will direct users to trails and destinations throughout the study area Investigate ways to incorporate and celebrate the former Welland Canal location Explore opportunities to incorporate a Geopark site within the Glendale area |
| 2b: Connect the on-street bike lane along Glendale Avenue from Homer Rd to the Welland Canal | <ul style="list-style-type: none"> The reconstruction of Glendale Avenue from Homer Road to the Welland Canal (including multi-use path) is currently in the 10 year capital forecast for 2024. This item should be flagged to ensure that it is not pushed back (was originally budgeted for in 2021) Review and incorporate the Welland Canals Museum as a destination |
| 2c: Create more opportunities to enhance walkability. Review the sidewalk connections and look for opportunities to connect and enhance the pedestrian network | <ul style="list-style-type: none"> Investigate guidelines for a walkability audit (or other measurement) for new development Through development review, assess the street network to recommend active transportation connections to destination locations (i.e. Main Street, Transit Hub, etc.) to encourage walking over vehicular use |
| 2d: Continue to investigate additional opportunities for connection from north Glendale to south Glendale over the QEW | <ul style="list-style-type: none"> Work with Ministry of Transportation, Niagara College, Niagara-on-the-Lake and the owner(s) to the north, to assess opportunities for active transportation and/or vehicular overpass opportunities east of Glendale Avenue interchange Work with Ministry of Transportation, Niagara College, Niagara-on-the-Lake and the owner(s) to the north, to assess opportunities for active transportation connection from the Outlet Collection of Niagara to the north over the QEW Investigate funding/grant/incentive opportunities for active transportation connections |

Key Direction 3: Provide an accessible and connected transit system to serve the Glendale area, the greater Niagara Region and beyond

| Strategies | Recommendations |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3a: Provide a multi-modal transit hub for inter-regional transit, GO Transit, tourism buses, and terminal facilities | <ul style="list-style-type: none"> Investigate land requirements and how the site can evolve over time Work with the Inter-municipal Transit Working Group, Niagara College, the Local Municipality and others to coordinate transit operation efforts. Work with transit providers, or investigate other innovative approaches, to provide on demand service to connect the area Work with the Niagara District Airport to enhance connections and frequency of transit options |
| 3b: Create synergies between the transit hub and community focus by locating these facilities and functions in close proximity to one another | <ul style="list-style-type: none"> Work with Ministry of Transportation and others (as appropriate) to determine the potential land use opportunities for the excess interchange lands for possible gateway features. |
| 3c: Continue to encourage a GO Transit Rail stop location within 2 kilometre of the study area | <ul style="list-style-type: none"> Continue to work with the GO Implementation Team and Metrolinx to encourage an additional GO train stop. Possible location could include south of Glendale study area on Taylor Road. |
| 3d: Provide guidance for integrating transportation demand management objectives into development plans | <ul style="list-style-type: none"> Investigate opportunities for shared parking facilities between the new development and the Outlet Collection of Niagara Investigate opportunities for car share or bike share at the transit hub or integrated into higher density development proposals |
| 3e: Investigate and integrate gateway features at major entry points into the District | <ul style="list-style-type: none"> Prepare a gateway design strategy as an important component to placemaking |
| 3f: Create a wayfinding strategy to co-ordinate directional signage for vehicles, cyclists, pedestrians and transit users. Ensure that the history and character of Glendale is reflected in the wayfinding strategy | <ul style="list-style-type: none"> Prepare a gateway design strategy that represents the uniqueness of Glendale itself but also signifies an entry into the greater Niagara area |

Key Direction 4: Create a strategy to build on existing assets within Glendale and linking Glendale with the greater Niagara-on-the-Lake and the Niagara Region

| Strategies | Recommendations |
|--------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4a: Protect an identified employment area in Glendale | <ul style="list-style-type: none"> Identify and plan for an Employment Area as required by the Growth Plan and other Provincial Policies Protect an identified employment area over the long term in Glendale Investigate the availability and opportunity for the creation of an employment incentive program to attract employers Create a branding plan for the employment area which features the prominent, premier location of the employment area in proximity to the airport, QEW and the international borders |
| 4b: Create a policy framework for the creation of an innovation hub | <ul style="list-style-type: none"> Work with the Technical Advisory Committee to create a strategy that will attract entrepreneurial businesses, start-ups and incubator/shared spaces that complement the Niagara College programs Investigate opportunities for promotion of agri-business |
| 4c: Integrate Niagara College into the District, accommodate its expansion and create a focus with food/technology industries | <ul style="list-style-type: none"> Investigate opportunities for connection between Niagara College and the employment area |
| 4d: Prepare a tourism strategy | <ul style="list-style-type: none"> Work with the Ontario Tourist Centre to integrate this resource into the Transit/Community Hub Recognizing the strong draw of Old Town, Niagara-on-the-Lake, work with Tourism Partnership of Niagara and the Chamber of Commerce to prepare a tourism strategy that will connect Glendale with the Niagara-on-the-Lake and encourage tourist offerings/events/activities within the District |
| 4e: Work with the Niagara District Airport to identify synergies with Glendale, Niagara-on-the-Lake and Niagara Region | <ul style="list-style-type: none"> Work with the Niagara District Airport, the local municipality and the other partners to prepare an Airport Strategy/ Master Plan to review connections and synergies between Glendale and the airport |
| 4g: Provide flexible policy for the Outlet Collection of Niagara | <ul style="list-style-type: none"> Complete the Commercial Land Review as part of the Secondary Plan to provide the rationale, background information and targeted engagement strategy for attraction of commercial uses. Actively engage with the major grocery store chains to attract a grocery store to the area. Consult with the owners of the Outlet Collection of Niagara to determine the long-term vision for the outlet mall and if flexible policy framework would assist in achieving this vision |
| 4h: Investigate opportunities for private sector sponsoring (naming rights) to offset the costs of community facilities | |

Key Direction 5: Create a “main street” from the Outlet Collection of Niagara to the adjacent urban neighbourhood

| Strategies | Recommendations |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5a: Require all buildings along the Main Street area to have commercial at grade | <ul style="list-style-type: none"> • Prepare Secondary Plan policy and zoning that requires at grade commercial uses along the main street. Zoning for the Main Street shall consider flexible setbacks, patios, etc. |
| 5b: Prepare specific urban design guidance for the Main Street area | <ul style="list-style-type: none"> • Provide design guidance for uses adjacent to the Outlet Collection to avoid backlotting • Design the Main Street to accommodate temporary closures for community events, activities, festivals • Investigate the opportunity for a public realm incentive program • Provide direction for wider sidewalks, consistent street furniture, native species of plantings, lighting, etc. |
| 5c: Review the viability of commercial lands within the main street. Actively engage with retail, service and grocery store chains to attract a new commercial offerings to the area | <ul style="list-style-type: none"> • Through the Commercial Lands Review, the short and long term viability should be investigated for the main street commercial. This work should consider the layout of the main street, the type of commercial offerings, the permanent population and the visitor/tourist population, etc. It should review the main street and provide specific recommendations to assist in achieving success. • Create a strong connection to agriculture, investigate the opportunity for seasonal or permanent Farmers’ Market |
| 5d: Work with the owner of the Outlet Collection of Niagara to understand the long term plan | <ul style="list-style-type: none"> • Prepare a plan for the Main Street that will allow for a positive interaction and connection with the Outlet mall. Guidance for this interface will be provided in the urban design guidelines. |

Key Direction 6: Provide a diverse range of housing ensuring choice and affordability

| Strategies | Recommendations |
|-------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6a: Encourage a range and mix of medium to high density housing to achieve a population that will support a complete community | <ul style="list-style-type: none"> Review the Housing and Homelessness Action Plan and the Region's Housing Strategy. Review housing need with affordable housing providers/operators in Niagara and work with Niagara Regional Housing to determine need for affordable housing with Glendale and surrounding area |
| 6b: Encourage a range of unit sizes to accommodate different family sizes | <ul style="list-style-type: none"> Prepare policy direction that require a percentage of new units in apartment buildings to have 2-3 bedrooms to attract and retain families Investigate housing and service opportunities for indigenous supportive housing given the close proximity to the Niagara Regional Native Centre |
| 6c: Create design guidance to inform how new higher density built form can be appropriately integrated with the existing community | <ul style="list-style-type: none"> Require sun/shadow studies for any proposed new buildings taller than 6 storeys Prepare additional guidance that will assist in community design for a range of built form |
| 6d: Provide affordable housing options within the study area for both rental and private ownership | <ul style="list-style-type: none"> Require a minimum of 25% of new housing built to be affordable |
| 6e: Integrate age-friendly and accessible best practices in design of buildings, spaces and the public realm | <ul style="list-style-type: none"> Prepare policy direction for the Secondary Plan that encourages and supports a range of housing types appropriate to the Glendale area Work with Public Health to pilot a Health Impact Assessment tool to assess impacts and reduce social inequities in health |
| 6f: Work with Niagara College on options for student housing | <ul style="list-style-type: none"> Participate in Niagara College's Master Plan project and consider/encourage purpose built student housing on site |

Key Direction 7: Create a public/civic space as a focus for Glendale

| Strategies | Recommendations |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7a: Plan for a central recreation/community hub location for the community. Promote partnerships with various stakeholders to create centralized services for the community in one location | <ul style="list-style-type: none"> Investigate possible partnerships for the community/recreation hub (i.e. public health, police services, Niagara College, Niagara Regional Native Centre, other service providers) to create a space that centralizes services for the community in one location Investigate funding/grant/incentive opportunities |
| 7b: Consider 4-season community needs, cultural offerings | <ul style="list-style-type: none"> Connect to the tourist strategy |
| 7c: Provide outdoor recreational facilities to support the community needs | <ul style="list-style-type: none"> Review recreational needs and undertake a community engagement exercise to gather input on park design Provide park/open space areas throughout the District area to facilitate informal meeting/gathering space Create urban design guidance for different scales of parkland and open space to encourage opportunities throughout the District Plan area |
| 7d: Incorporate public art that is unique to the Glendale and Niagara area | <ul style="list-style-type: none"> Create opportunities for placemaking throughout the District Create a strategy for public art installation Investigate opportunities for tactical urbanism throughout the study area. Use tactical urbanism enhancements to create excitement and energy in the community. Use storytelling as a way to create a narrative for Glendale |

Key Direction 8: Use sustainability measures related to resiliency and climate change

| Strategies | Recommendations |
|-------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 8a: Prepare a sustainability strategy for Glendale | <ul style="list-style-type: none"> • Implement sustainability performance indicators and benchmarks for new development, redevelopment and intensification opportunities. Connect these enhanced requirements to Niagara Region incentive programs, where applicable • Ensure that the strategy considers sustainability measures for the entire study area, at a larger block level and for individual properties • Investigate/encourage smart cities technology as part of new development proposals • Prepare detailed streetscape cross sections for the Glendale streets and included in the Secondary Plan |
| 8b: Encourage sustainable, green streets and parking areas throughout the District | <ul style="list-style-type: none"> • Use bioswales, landscape medians and other surface water treatment techniques to manage runoff • Prepare green infrastructure standards for alternate standards for sewer, waste, water, stormwater and lighting |
| 8c: Investigate innovative stormwater management techniques | <ul style="list-style-type: none"> • Use stormwater management facilities as community focal points and provide opportunities for trail connections, seating areas and enhanced landscaping. |
| 8d: Encourage green building design | <ul style="list-style-type: none"> • Prepare Green Building Design guidance and provide direction through the Secondary Plan to encourage new development and redevelopment to implement more efficient, green building design • Consider District Energy to provide for on site renewable energy generation and cogeneration and district energy systems |

Key Direction 9: Coordinate of infrastructure capacity review and upgrades

| Strategies | Recommendations |
|-------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 9a: Monitor the implementation to proactively plan for infrastructure upgrades | <ul style="list-style-type: none">• Prepare a detailed phasing plan as part of the Secondary Plan update |
| 9b: Investigate the use of a Community Planning Permit System | <ul style="list-style-type: none">• Review the opportunities and challenges of implementing a Community Planning Permit System within the Glendale area |
| 9c: Allow for consideration of cross-border servicing between Niagara-on-the-Lake and St. Catharines | <ul style="list-style-type: none">• Work with key stakeholders in the study area to understand their (re)development plans and impacts to infrastructure capacity |
| 9d: Encourage the Town to investigate an area specific development charge by-law | <ul style="list-style-type: none">• Consider development charges and other revenue sources for infrastructure improvements• Include community amenities in the future Community Benefits Charge Strategy. |

Acknowledgements

The project team wishes to thank the following organizations and committees for their participation and collaboration on this project:

- Town of Niagara-on-the-Lake
- City of St. Catharines
- Niagara College
- St. Lawrence Seaway Authority
- Niagara Regional Native Centre
- Ministry of Transportation
- Business owners and landowners throughout the study area
- Members of the Technical Advisory Committee
- Members of the Community Focus Group
- All participants at the various Public Information Centres

PROOF 2

Glendale Niagara District Plan

A Complete Community



niagararegion.ca/projects

April 2020

661

Subject: Housekeeping to Appendix A of the Regional Official Plan

Report to: Planning and Economic Development Committee

Report date: Wednesday, May 13, 2020

Recommendations

1. That the Regionally-initiated Official Plan Amendments listed in Appendix A of the Regional Official Plan as 24, 70, 156, 2-2011, ROPA 2, ROPA 4, ROPA 6, ROPA 9, ROPA 12 **BE CLOSED** due to inactivity;
2. That the privately-requested Official Plan Amendments listed in Appendix A of the Regional Official Plan as 52, 55, 68, 96, 124, 165, 166, 4-2008 **BE CLOSED** at the request of the applicants; and
3. That additional Official Plan Amendments listed in Appendix A of the Regional Official Plan as 54, 80, 89, 102, 155, 8-2005 **BE CLOSED** for reasons explained in report PDS 20-2020.

Key Facts

- The purpose of this report is to seek Council's approval to formally close several inactive amendments listed in Appendix A of the current Regional Official Plan (ROP).
- In conjunction with the development of the new Niagara Official Plan, a housekeeping exercise to clean up *Appendix A – List of Original Documents and Amendments* of the current ROP is being conducted.
- Changes to Appendix A of the current ROP do not require approval under the *Planning Act, 1990*.
- All Regionally-initiated amendments listed are inactive for various reasons explained in this report.
- Most privately-requested amendments listed were requested to be closed by the various applicants.

- Other privately-requested amendments have become inactive for various reasons, such as bankruptcy. These are reviewed in greater detail in the analysis of this report.

Financial Considerations

Costs associated with the review are accommodated within the Planning & Development Services 2020 Operating Budget.

Analysis

The Regional Policy Plan (RPP) now known as the Regional Official Plan (ROP) – was created in 1973. Since its inception, there have been over 260 amendments proposed to the Plan. Appendix A of the ROP lists all amendments to the Plan, including the status of each amendment (i.e. Approved, Denied, Appealed, Closed, Inactive, etc.), as well as corresponding by-law details, where available. Initially, amendments to the Plan, referred to as Regional Policy Plan Amendments (RPPA), were organized in an ascending numerical format (i.e. RPPA 1, RPPA 2, RPPA 3, RPPA 4, etc.).

In 2006, after almost 200 amendments, a new numbering system was introduced that reflected the year the amendment was requested (i.e. RPPA 1-2006, RPPA 2-2006, RPPA 1-2007, etc.).

In 2014, when the name of the Plan changed from RPP to ROP, the amendment numbering system was again updated to reflect Regional Official Plan Amendments (ROPA) in chronological order (i.e. ROPA 1, ROPA 2, etc.).

Amendments to the Plan can occur through two streams:

- Regionally-initiated amendments: an instance where Regional staff initiate an amendment based on operational need, by request of a local area municipality, or conformity to Provincial Policy.
- Privately-requested amendments: an instance where a private applicant submits a request to the Region to amend the ROP for site-specific matters.

Inevitably over the last 40 years, several of the 260 amendments proposed to the Plan have become inactive, meaning these amendments were never completed and a decision was not made with respect to these requests. Some of these amendments were Regionally-initiated and others were privately-requested.

As the Region continues to work towards its new Niagara Official Plan, an update to Appendix A of the ROP is being undertaken as a housekeeping exercise to improve clarity in relation to ongoing amendments that may influence policy direction in the new Niagara Official Plan.

Regional staff have identified Regionally-initiated amendments in Table 1 and privately-requested amendments in Tables 2 and 3 that should be formally “Closed” due to various reasons explained within the “details” column of each table.

Table 1: Regionally-Initiated Amendments:

| Amendment | Details |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 24 | <ul style="list-style-type: none"> This amendment was initiated in 1985 to create policies in response to a scenario where abandoned rights-of-way, located outside of settlement areas were no longer needed. It appears the intent of this amendment was to prevent residential development in the rural area. In the 35 years since this amendment was proposed, changes in the land use planning regulatory framework have eliminated the need for Regionally specific policies to address this scenario. This amendment is no longer required and can be closed. |
| 70 | <ul style="list-style-type: none"> This amendment was initiated in 1992 to update the Agricultural Land Base map in the Regional Policy Plan. It is unknown why this amendment wasn't finalized, however the Agricultural Land Base map has been updated several times since 1992. This amendment is no longer required and can be closed. |
| 156 | <ul style="list-style-type: none"> This amendment was initiated in 2001/2002 in conjunction with Amendment 145 to allow for the development of Woodlands of the Sunset, a long term care facility that straddled the Pelham and Welland municipal border. It was later determined that |

| Amendment | Details |
|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>Amendment 156 wasn't required, as the matter had been addressed through Amendment 145.</p> <ul style="list-style-type: none"> • This amendment is no longer required and can be closed. |
| ROPA 2 / ROPA 4 / ROPA 6 / ROPA 9 | <ul style="list-style-type: none"> • These amendments were initiated in 2014 to update individual sections of the ROP. Subsequent Provincial changes that promote a more fulsome Official Plan review refocused the process and the section specific update approach was abandoned in favour of a new Niagara Official Plan. • Work undertaken to support these amendments has been carried forward into the background work of the new Niagara Official Plan. • These amendments are no longer required and can be closed. |
| ROPA 12 | <ul style="list-style-type: none"> • This amendment was initiated in 2016 and, at the time, was required to update policies and mapping related to watercourses in the ROP. • Through Niagara Region's 2016 Greenbelt Plan review and the Provincial Co-ordinated Land Use Planning Review, the Region had identified a need to update mapping and policies to address the balance between agriculture and natural heritage within the Greenbelt Plan. • Shortly after the initiation of this amendment, the Province released the new Greenbelt Plan (2017) that addressed and clarified the relationship between agriculture and natural heritage. • This amendment is no longer required and can be closed. |

Table 2: Privately-Requested Amendments:

| Amendment | Details |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 52 | <ul style="list-style-type: none"> This amendment was requested in 1991 to permit the establishment of a new automotive dealership in the agricultural area of the City of St. Catharines. On October 6, 1992, the applicant withdrew this request. |
| 55 | <ul style="list-style-type: none"> This amendment was requested in 1991 to permit an urban area expansion in the Martindale Road area of the City of St. Catharines. On May 14, 1991, the applicant's Planner withdrew the request on behalf of their client. |
| 68 | <ul style="list-style-type: none"> This amendment was requested in 1992 to permit the development of an asphalt plant in the City of Thorold. On November 8, 1993 the applicant's solicitor withdrew the request on behalf of their client. |
| 96 | <ul style="list-style-type: none"> This amendment was requested in 1995 to permit the creation of 2 estate residential lots in the agricultural area in the Town of Lincoln. On January 9, 1995, the applicant's Planner withdrew the request on behalf of their client. |
| 124 | <ul style="list-style-type: none"> This amendment was requested in 1998 to permit the development of a new service centre for Thorold Hydro. On December 3, 1998, the applicant withdrew this request. |

| Amendment | Details |
|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 165 | <ul style="list-style-type: none">• This amendment was requested in 2001 to permit the development of a greenhouse facility in the Town of Lincoln• On March 13, 2002, the applicant withdrew this request. |
| 166 | <ul style="list-style-type: none">• This amendment was requested in 2001 to permit the development of a private long term care facility on the Niagara Parkway in the City of Niagara Falls.• On January 30, 2002, the applicant withdrew this request. |
| 4-2008 | <ul style="list-style-type: none">• This amendment was requested in 2008 to permit the development of a residential and commercial development in the Town of Niagara-on-the-Lake (now known as the Glendale District).• On November 16, 2009, the applicant withdrew this request. |

Table 3: Other Privately-Requested Inactive Amendments:

| Amendment | Details |
|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 54 | <ul style="list-style-type: none"> • This amendment was requested in 1991 as a condition of a proposed real estate transaction that did not finalize in the Town of Lincoln. • The request was to permit the establishment of a new church on a property that was for sale. • Ultimately the Church purchased another existing building and did not complete the real estate transaction for the subject lands. • This amendment should be closed. |
| 80 | <ul style="list-style-type: none"> • This amendment was requested in 1992 to permit the expansion of Smithville's Urban Area in the Township of West Lincoln. • The Region undertook a Growth Plan conformity exercise (RPPA 2-2009) and Smithville's urban boundary was expanded to accommodate population and employment growth to 2031. • The Township is currently undertaking a community master plan to recommend additional boundary expansions to accommodate 2041 forecasts. • This amendment is no longer applicable and should be closed. |
| 89 | <ul style="list-style-type: none"> • This amendment was assigned an RPPA number in 1994, but it does not appear that an application was formally submitted. The file didn't progress beyond a background report to Regional Council. • The request pertained to the expansion of a trailer park in the City of Niagara Falls in response to charges laid by the Niagara Escarpment Commission. |

| Amendment | Details |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <ul style="list-style-type: none"> • It is likely that the Niagara Escarpment Commission did not permit the expansion, therefore negating the need for an RPPA. • Despite no application being received, for consistency, this application should be shown as closed in ROP Appendix A. |
| 102 | <ul style="list-style-type: none"> • This amendment was requested in 1995 to permit an estate residential development in the agricultural area of the Town of Niagara-on-the-Lake. • The applicant sold the property before completing the amendment process. • The property is now the site of an established inn and vineyard. • This amendment is no longer applicable and should be closed. |
| 155 | <ul style="list-style-type: none"> • This amendment was requested in 2001 to permit the development of a private school in the agricultural area of the City of Thorold. • The applicant declared bankruptcy before completing the amendment process. • The subject lands were sold by a bankruptcy trustee and are now under new ownership. • This amendment is no longer applicable and should be closed. |
| 8-2005 | <ul style="list-style-type: none"> • This amendment was requested in 2005 to permit a private zoo and animal sanctuary in the City of Thorold. • On August 8, 2008, the Region's Manager of Development Services sent a letter to the applicant informing them that a RPPA was not required for their proposed use. |

| Amendment | Details |
|-----------|------------------------------------------------------------------------------------------------------------------------------------|
| | <ul style="list-style-type: none">This amendment was never required and should be shown as closed in ROP Appendix A. |

Alternatives Reviewed

Council could choose not to close these amendments. However, as this is a housekeeping exercise, this option is not preferred, as it could cause undue burden when creating policy for the new Niagara Official Plan.

Relationship to Council Strategic Priorities

This report is being brought forward as a pre-cursor housekeeping exercise to the new Niagara Official Plan and is linked to Council's priority of sustainable and engaging government.

Other Pertinent Reports

N/A

Prepared by:

Erik Acs, MCIP, RPP
Manager of Community Planning
Planning and Development Services

Recommended by:

Rino Mostacci, MCIP, RPP
Commissioner
Planning and Development Services

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Alexander Morrison, MCIP, RPP, Planner, Madeleine Ferko, Policy Planning Student, and reviewed by Doug Giles, Director of Community and Long Range Planning.

Subject: Economic Development Offices Collaboration

Report to: Planning and Economic Development Committee

Report date: Wednesday, May 13, 2020

Recommendations

1. That this report **BE RECEIVED** for information; and
2. That, in the current circumstances, staff **BE DIRECTED** to defer the development of a 10 year Regional Economic Development Strategy in collaboration with the Local Area Municipalities' economic development offices.

Key Facts

- This report was prepared before COVID-19 started to have an impact. Staff are now focused on supporting businesses and developing an Economic Recovery Plan, in collaboration with all economic development offices.
- This report is in response to the motion passed at PEDC on January 15th which gave direction to staff to engage with the economic development offices in the local area municipalities to discuss collaboration, including funding and resource allocation, to develop a 10 year economic development strategy for the Niagara region.
- The municipalities that have economic development offices are the Town of Fort Erie, Town of Lincoln, City of Niagara Falls, City of Port Colborne, City of St. Catharines and the City of Welland. It is recognized that both the Town of Grimsby and the City of Thorold are currently in recruitment for economic development positions and will be included in this list when the positions are filled.
- Six meetings were held by the Acting Director, Economic Development, in February and March 2020. These meetings included attendance by the local Economic Development Officer/Director, the Mayor and in some cases the CAO and a Regional Councillor.
- As a result of these meetings, letters of commitment expressing support were received from five municipalities and are included in Appendix 1.

Financial Considerations

The motion recommended that the economic development staff at the Region and in the Local Area Municipalities collaborate on the development of a 10 year strategy. There

are no financial implications as the strategy will be developed in-house by economic development staff.

However, it may be necessary to bring in specialized skills from external resources for aspects of the strategy development. For example, a consultant to facilitate the discussion in the stakeholder consultations or an expert to discuss best practice scenarios in other municipalities may be necessary. These costs can be accommodated within the Economic Development 2020 Operating Budget.

Analysis

The current Economic Development Strategic Plan is a five year Action Plan, covering 2019-2024 that was developed internally by Niagara Economic Development staff. It addresses topics and issues identified through extensive stakeholder consultations conducted in 2018. Regional economic development staff are currently working on the implementation of this Action Plan.

An update on the progress of this plan to date was presented in a report to PEDC on January 15th, 2020. The discussion which followed resulted in a motion being adopted to gauge the commitment level of the local area economic development offices to work in collaboration on a 10 year plan. The discussion suggested that this would replace the need to engage an economic development consultant, through a competitive RFP process to develop the strategy. In addition to the Regional Economic Development team there are six municipalities who have Economic Development staff.

The municipalities of Thorold and Grimsby have approval from their Councils to move forward with the appointment of an Economic Development Officer/Manager during 2020. When those positions are filled, they will be invited to collaborate on the Regional Economic Development Strategy.

The five municipalities who committed to participating in the strategy development are: Town of Fort Erie; City of Niagara Falls; City of Port Colborne; Town of Lincoln and the City of St. Catharines. Each municipality has signed a letter of commitment and those letters are attached to this report in Appendix 1. Each municipality has its own economic development strategy which is unique to its community. A region-wide strategy would identify common themes where a collaborative effort, would be needed to ensure that progress is achieved as well as identify where there is a Regional government level responsibility needed. This strategy would also look at longer term goals and objectives for Niagara, its economy and its business environment.

A number of comments and discussion points came out of the meetings and are captured below, in no order of priority.

- In a 10 year strategy we should consider the global economy, social disruption of artificial intelligence and automation, climate change, food security, irrigation, access to fresh water.
- The Memorandum of Understanding signed by the CAOs in 2012 should be revisited. (This was also brought forward in a motion by Councillor Huson at the March 11th PEDC meeting, which was approved.)
- The importance of the marine industry to Niagara and the potential opportunity around the seaway lands should be one of the considerations.
- There is a need to decide what the Region's involvement is in tourism.
- Integration of industrial development and natural heritage features should be considered.
- Regional assistance is needed for infrastructure to service industrial land.
- Municipalities have different perspectives on priorities depending on their needs and location.
- Engage a consultant to determine the Regional role in the economic development strategy, how it supports local economic development strategies, look at best practices and define the goal.

At a meeting with the Mayor of Welland and municipal economic development staff, it was communicated that the City would not participate or provide resources to the development of a Regional Economic Development Strategy. At the beginning of 2020, the City completed its own economic development strategy using the services of a consultant. They are confident that they are capable of implementing that strategy without collaboration with the Region.

The recommendation in this report is that staff now move forward with the strategy development process which will take place during 2020. As a first step, a meeting will be arranged with municipal economic development representatives to discuss the work plan and methodology. The second step will be to identify the members of the steering committee and the working group and host first meetings of both.

Alternatives Reviewed

The alternative method to develop a 10 year Regional economic development strategy would be to contract with an economic development consultant through a competitive RFP process. The consultant would work under the guidance of Regional Economic

Development and in collaboration with the Local Area Municipality Economic Development offices. It was expressed by the members of PEDC at the meeting on January 15th, 2020 that this was not a preferred alternative.

Relationship to Council Strategic Priorities

The development of a long term economic development strategy is one of Regional Council's Strategic Plan Priorities for 2019-2022 under the theme of 'Supporting Businesses and Economic Growth'.

Other Pertinent Reports

ED 1-2020 Q4 Economic Development Quarterly Update and Annual Strategic Action Plan Report Card.

Prepared by:

Valerie Kuhns
Acting, Director
Economic Development

Submitted by:

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

Appendices

| | |
|------------|---------------------------------------------|
| Appendix 1 | City of Niagara Falls Letter of Commitment |
| Appendix 2 | City of Port Colborne Letter of Commitment |
| Appendix 3 | City of St. Catharines Letter of Commitment |
| Appendix 4 | Town of Fort Erie Letter of Commitment |
| Appendix 5 | Town of Lincoln Letter of Commitment |



4310 Queen Street
Niagara Falls, ON L2E 6X5
(905) 356-7521 ext. 5102
sfelicetti@niagarafalls.ca
www.niagarafalls.ca

March 17, 2020

Valerie Kuhns, Acting Director
Niagara Economic Development
Niagara Region
P.O. Box 1042
1815 Sir Isaac Brock Way
Thorold, ON L2V 4T7

Dear Valerie:

Re: Niagara Economic Development Strategy

Following our recent meeting, this letter confirms the commitment by the City of Niagara Falls, Business Development Department and the Mayor to be engaged in the development of a longer term economic development strategy for Niagara region.

Working together, the objective is to ensure that Niagara achieves strong and sustainable economic growth, across all municipalities, by building on its strengths, as well as anticipating and adapting to disruptive change.

Sincerely,

Serge Felicetti
Director of Business Development
City of Niagara Falls

Jim Diodati
Mayor
City of Niagara Falls



CITY OF PORT COLBORNE

Municipal Offices
66 Charlotte Street
Port Colborne, ON L3K 3C8
www.portcolborne.ca

MAYOR'S OFFICE

February 20, 2020

Ms. Valerie Kuhns
Acting Director, Economic Development
Niagara Region
1815 Sir Isaac Brock Way
Thorold L2V 4T7

Dear Valerie,

Long Term Regional Economic Development Strategy

On January 15th, 2020 at the Regional Planning and Economic Development Committee, a motion was moved by Mayor Sendzik and seconded by Mayor Redekop regarding the creation of a long term economic development strategy for Niagara region. This is one of Regional Council's Strategic Priorities under the theme of "Supporting Businesses and Economic Growth". The motion, which passed, was worded as follows:

*"That the Director of Economic Development **BE DIRECTED** to engage the Lower Tier Municipal Economic Development offices respecting a ten year strategy including funding and resources allocation and provide a report back respecting these discussions".*

Following our meeting with you on Friday February 14th, this letter confirms the commitment by the City of Port Colborne Economic Development Department and the Mayor to be engaged in the development of a longer term economic development strategy for Niagara region. Working together the objective is to ensure that Niagara achieves strong and sustainable economic growth, across all municipalities, by building on its strengths, as well as anticipating and adapting to disruptive change.

Sincerely,

Julian Douglas-Kameka
Economic Development Officer

William C. Steele
Mayor

February 13, 2020

Ms. V. Kuhns
Acting Director, Economic Development
Niagara Region
1815 Sir Isaac Brock Way
Thorold L2V 4T7

RE: Long Term Regional Economic Development Strategy

Dear Valerie,

The strengths of our communities have always supported the strengths of the overall Niagara economy. We were encouraged by the approved motion of January 15, 2020 by Regional Planning and Economic Development Committee regarding the creation of a long term economic development strategy for Niagara and the direction to engage the lower-tier municipalities.

Together we are confident that through this internal-driven exercise, the efforts of Team Niagara will be reformed and refocused to support the natural strengths of our unique communities.

Mayor Sendzik and I are pleased to be involved and engaged in the development of a long-term economic development strategy for the Niagara Region. We believe that great things happen when municipalities and the region work together to achieve common goals. A strategy for a strong, sustainable economic growth across the entire region should be built on our respective strengths and should also anticipate and adapt to disruptive change.

The vision for the region should be bold and forward-looking and we look forward to participating in this endeavour.

Sincerely,



Brian York
Director, Economic Development
& Government Relations



Walter Sendzik
Mayor, City of St. Catharines

January 15, 2020

Planning and Economic Development Committee Open Session PEDC 1-2020

Item 6.2 ED 1-2020

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

Val Kuhns, Acting Director, Economic Development, provided information respecting Q4 Economic Development Quarterly Update and Annual Strategic Action Plan Report Card.

Topics of the presentation included:

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

Moved by Councillor Ugulini Seconded by Councillor Witteveen

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

Moved by Councillor Sendzik Seconded by Councillor Redekop

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

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

Carried

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

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

That the Director of Economic Development **BE DIRECTED** to engage the Lower Tier Municipal Economic Development offices respecting a ten year strategy including funding and resources allocation and provide a report back respecting these discussions.

Carried



Economic Development & Tourism Services

March 2, 2020

Sent Via Email:

valerie.kuhns@niagararegion.ca

Mrs. Valerie Kuhns
Acting Director, Economic Development
Niagara Region
1815 Sir Isaac Brock Way
Thorold L2V 4T7

Dear Mrs. Kuhns:

Re: Long Term Regional Economic Development Strategy

On January 15th, 2020 at the Regional Planning and Economic Development Committee, a motion was moved by Mayor Sendzik and seconded by Mayor Redekop regarding the creation of a long term economic development strategy for Niagara region. This is one of Regional Council's Strategic Priorities under the theme of "Supporting Businesses and Economic Growth". The motion, which passed, was worded as follows:

*"That the Director of Economic Development **BE DIRECTED** to engage the Lower Tier Municipal Economic Development offices respecting a ten year strategy including funding and resources allocation and provide a report back respecting these discussions".*

Following our meeting with you on Thursday February 20th, this letter confirms the commitment by the Town of Fort Erie, Economic Development & Tourism Services and the Mayor to be engaged in the development of a longer term economic development strategy for Niagara region. In working together, the objective is to ensure that Niagara achieves strong and sustainable economic growth, across all municipalities, by building on its strengths, as well as anticipating and adapting to disruptive change.

Yours very truly,



Wayne H. Redekop
Mayor



Caralee Grummett
Manager, Economic Development & Tourism Services

Cc: Council
T. Kuchyt, Chief Administrative Officer

Mailing Address:

The Corporation of the Town of Fort Erie
1 Municipal Centre Drive, Fort Erie ON L2A 2S6

Office Hours 8:30 a.m. to 5:00 p.m. Phone: (905) 871-1600 FAX: (905) 871-4022

Web-site: www.forterie.on.ca



4800 SOUTH SERVICE RD
BEAMSVILLE, ON L0R 1B1
905-563-8205

Ms. V. Kuhns
Acting Director, Economic Development
Niagara Region
1815 Sir Isaac Brock Way
Thorold L2V 4T7

March 19, 2020

Dear Valerie,
Long Term Regional Economic Development Strategy

On January 15th, 2020 at the Regional Planning and Economic Development Committee, a motion was moved by Mayor Sendzik and seconded by Mayor Redekop regarding the creation of a long-term economic development strategy for Niagara region. This is one of Regional Council's Strategic Priorities under the theme of "Supporting Businesses and Economic Growth". The motion, which passed, was worded as follows:

*"That the Director of Economic Development **BE DIRECTED** to engage the Lower Tier Municipal Economic Development offices respecting a ten-year strategy including funding and resources allocation and provide a report back respecting these discussions".*

Following our meeting on Tuesday March 3rd, this letter confirms the commitment by the Town of Lincoln, Economic Development Officer, Mayor, and CAO be engaged in the development of a longer-term economic development strategy for Niagara region. Working together the objective is to ensure that Niagara achieves strong and sustainable economic growth, across all municipalities, by building on its strengths, as well as anticipating and adapting to disruptive change.

Sincerely,

Paul Di Ianni
Economic Development Officer
Town of Lincoln

Sandra Easton
Mayor, Town of Lincoln

MEMORANDUM

ED 7-2020

Subject: COVID-19 Response and Business Continuity in Economic Development
Date: May 13, 2020
To: Planning and Economic Development Committee
From: Val Kuhns, Acting Director, Economic Development

Economic Development

Current Status of Operations

Following the formation of the Economic Rapid Response Team (ERRT), Niagara Economic Development has re-focused its work to support our Niagara businesses impacted by COVID-19. Initially, this involved the development of a dedicated ERRT web page as a source of information on funding announcements, the creation and monitoring of an ERRT email address for business inquiries across the region, and the design and deployment of a COVID business impact survey on the immediate impacts of the pandemic to our local economy. Our social media and digital marketing channels have been used to widely promote these tools.

Service/Operational Changes

- All Foreign Direct Investment work has been suspended and staff redeployed within the Division to support our local companies and work on economic recovery planning. However, despite the suspension, 9 investment inquiries have been received in the last 6 weeks.
- External marketing activities have been suspended and are now supporting efforts to get information out to businesses and communicate with our stakeholders.
- Economic Development staff are involved in the development of the Project Charter for a holistic Region-wide Pandemic Recovery Plan.

Significant Initiatives or Actions undertaken

- The first COVID-19 Business Impact Survey yielded more than 2,600 responses in 10 days. The analysis was been completed on the data and the report was

released on April 14. The data is being widely used to inform economic recovery planning as well as advocacy efforts. Local area municipalities are using the survey as a tool for continued engagement with their businesses.

- Regular virtual meetings are being organized with economic development staff from the 6 offices across the Region, Employment Ontario, Local Chambers of Commerce, and other Sector associations.
- Niagara Economic Development has also joined the weekly GTA Economic Development Recovery Team to tie the Niagara Recovery Plan into a larger effort.
- 'Open in Niagara' was launched to Economic Development Officers and stakeholders as a free tool to use to promote business that are open and offering modified services in Niagara (www.openinniagara.ca) As of May 6, 275 businesses have self-registered and with that base of companies on the site, the media campaign has been launched to promote to residents and businesses.
- A second COVID-19 Business Impact Survey has been developed to be distributed to Niagara businesses in mid-May to assess the ongoing impact on businesses and industries now that the COVID-19 timeframe has been extended and government funding programs are available. The data collected will also inform economic recovery planning and advocacy activities.
- In collaboration with economic development staff across the region, work has started to develop the Terms of Reference for an Economic Recovery Plan and the identification of resources that will be needed going forward.
- Corporate calling program to 44 of the larger employers in Niagara-on-the-Lake, Pelham, Thorold, Wainfleet and West Lincoln has been completed.
- Niagara Economic Development initially re-purposed a webpage, but has now created, a dedicated COVID-19 business support page. This resource acts as a clearinghouse for updates from the Provincial and Federal Governments on the programs available to businesses during the COVID-19 pandemic.

Operational Outlook

1 month

- Continue to monitor government funding announcements and promote to the business community. Work will be underway on the development of an Economic Recovery Plan working in collaboration with the 6 economic development offices and regional stakeholders. Data and information from the

second Business Impact Survey will be incorporated into economic recovery planning and used to inform advocacy plans and implementation.

3 months

- Economic Recovery Plan will be completed.
- Coordination with the local Economic Development Offices, Chambers, and the Niagara Workforce Planning Board etc. on continued support to businesses re-opening.
- Stakeholder engagement with key sectors (tourism, agribusiness and manufacturing) to stay informed about their current needs and adapt support as necessary.
- Monitoring the economic indicators to better understand how COVID-19 has affected the regional economy, compared to previous years, and determine where resources could best be utilized to maximize ongoing economic development programming.

6 months

- Execution of the Economic Recovery Plan.
- Support ongoing communication between local government and businesses.
- Review of the pandemic's impact on the Economic Development Strategic Action Plan and make revisions as necessary.
- Development of an economic emergency communications plan to address possible future emergencies that may impact the regional economy.

Respectfully submitted and signed by

Valerie Kuhns
Acting, Director
Economic Development

MEMORANDUM

PDS-C 4-2020

Subject: COVID-19 Response and Business Continuity in Planning and Development
Date: May 13, 2020
To: Planning and Economic Development Committee
From: Rino Mostacci, Commissioner, Planning and Development

Commissioner Comments, Planning & Development Services

Overall the team has adjusted well to working remotely – all core and essential services continue to be delivered. I am personally very impressed with quality and quantity of work that is still be generated. We are making progress on key initiative which will ultimately support economic recover – in particular the Glendale District Plan and work on our Employment Policies. We are in constant contact with our private sector partners and continue to find solutions and offer support as needed. Staff are also supporting the Regional EOC as required.

Community and Long Range Planning

Current Status of Operations

We have met with representatives from the Ministry of Municipal Affairs and Housing to discuss the status of the Regional Official Plan and as reported previously, the Province has not changed the deadline for Regional planning policy conformity with Provincial policy. As such we are continuing to progress with the New Official Plan in accordance with the Council approved timeline. It is important to maintain this momentum in order to support managing and planning for the regions long term growth in a manner that is aligned with local municipalities and to support private investment.

Service/Operational Changes

Technical Advisory Committees (TACs) for the Regional Official Plan background reports are continuing to hold online discussions to progress to the stage where draft policy will be prepared.

The number of private sector enquiries has increased regarding the status and progress of existing of Official Plan policies and background reports.

Significant Initiatives or Actions undertaken

Regular Area Planners meetings (Region, Local Area Municipality, NPCA planners) have continued online to communicate the current status of Provincial, Regional and Local planning requirements and service.

A series of online public surveys will be initiated to supplement information and opinions collected to inform for the Regional Official Plan while Public Information Centres and other forms of direct consultation are on hold.

Operational Outlook

1 month

- None

3 months

- None

6 months

- The inability to conduct traditional Public Information Centres and other forms of in-person consultation may impact the work program for the Regional Official Plan.

Development Planning & Approvals

Current Status of Operations

Development Planning & Approval Services has adapted processes to continuing core development review functions including: review and comment on all development applications from a Provincial and Regional perspective, coordinating and analyzing internal review/comments from Urban Design, Environmental Planning and Development Engineering for a “one-window” Regional response.

Urban Design

PRIP submissions have been evaluated with funding commitments being issued to successful applicants this week. Working with Transportation colleagues on a new operations procedure that will develop team approach to EAs and Road reconstruction

projects. Continuing to review and comment on all development applications that require Urban Design input. Providing background work for the new Official Plan and supporting GO implementation the Niagara Falls GO. Completed participation in the team evaluation of the Complete Streets Standards Manual prime consultant.

Environmental Planning

Continuing to review and comment on all development applications within or adjacent to core natural heritage features, including Environmental Impact Studies (EIS) and related plans/drawings, both recently submitted and backlogged in que. Screening all pre-consultation meeting requests, site visits, scoping of EIS requirements, Terms of Reference review, and daily coordination with Development Planners. Continuing to address inquiries from both internal and external staff regarding environmental requirements for previously scoped studies, secondary plans, future development applications, etc. Participating in review of the natural heritage background work for the new Regional Official Plan.

Service/Operational Changes

- Preparing for and attending virtual pre-consultation meetings with Local Area Municipalities to discuss application requirements on potential future developments.
- Participation in Development Application Portal project through the development of a standardized application form.
- Continuing to participate and provide support in departmental policy projects and special requests from Economic Development staff.

Operational Outlook

1 month

- Service changes include moving to a virtual interaction with our local municipal partners for pre-consultation meetings and Area Planner meetings. Additionally some projects that required Public Information Centres (PICs) have been deferred, but preparations are beginning for use of a virtual platform that allows for effective public engagement. There have been adjustments to how we accept development applications and payments.

3 months

- Development Planning will be monitoring development application activity along with fee revenue on an ongoing basis. PICs for the Woodland By-law Update will

be completed virtually and a consultation summary report posted on the project website.

6 months

- Development Planning will be preparing for an increase in development applications as the economy gets back on track. Expecting there will be additional demands on the team to offer support to the development industry to leverage and support economic recovery.

Infrastructure Planning & Development Engineering

Current Status of Operations

Development Engineering

Adapting to responding to development applications with engineering comments, legal agreements for road works, and processing ECA's under the Transfer of Review program. Continuing with SWM review, Transportation review/meetings, and W&WW review/meetings. Reviewing SWM Guidelines project with WOOD and assessing schedule/deliverables to adapt to current situation. Continuing with SWM Guidelines project.

Infrastructure Planning

We are continuing with the development of the RFP for the W&WW MSP Update project in consultation with W&WW team. Target for RFP to be out in September to ensure work can be completed by end of 2021 to be an input for the DC By-law update. Continuing with Baker Road PPCP and additional flow monitoring work for project. Coordinating with local municipalities (West Lincoln, Lincoln and Grimsby). Coordinating with Local Municipal Partners on previously approved CSO Projects and projected cash flow to better inform Finance of demands. 2020 CSO Project approvals are on hold as mitigation measures are assessed by Finance to address the W&WW budget constraints. Wet weather management program is continuing and adapting to the current situation.

Development Industry Liaison

Continuing with the review of the potential build out scenarios for the urban areas of Niagara. This must be completed to be part of the W&WW MSP update to better understand the potential servicing implications and supporting infrastructure for build

out. Leading the development application process for the Linhaven LTC Redevelopment Project. Coordinating with St. Catharines, MTO, and other review parties to ensure that site plan application can be approved and the timelines associated with this project remain on track (Government funding is tied to this as well). Participating with Development Industry meetings (NHBA) to understand impacts and restrictions from COVID to residential development industry and housing stock as things change.

Service/Operational Changes

- Part 8 – Private Sewage System Services is continuing to receive and respond to permit applications, development applications, special requests etc.
- Infrastructure Planning - Reviewing the CSO Program and outreach to all local municipalities to understand the cash flow constraints relative to the status of the 2020 CSO program - may likely be placed on hold.

Significant Initiatives or Actions undertaken

- Part 8 – Private Sewage System Services - Coordinated with Legal to provide a formal letter explaining Part 8 Services during COVID-19 with the new restrictions. Formal letter has been shared with all septic installers and designers, and is attached to every septic permit issued.
- Development Industry is connecting with the NHBA and development industry to understand how they adapting to the current situation. Actively participating in all NHBA associated virtual meetings regarding COVID and the industry.
- Initiating the economic outlook and potential recovery strategy for the residential development industry.

Operational Outlook

1 month

- Service changes include handling septic permit applications by mail/courier/electronic as hand delivered and front counter meetings are no longer available. Outreach to septic installers and designers with letter providing details to the functioning of the Private Sewage Program during COVID restrictions. Communications with local building departments and Chief Building Officials continue on a regular basis as new changes occur and impact the building permit process. Moved to virtual meetings with Transportation, W&WW, and municipal partners for development applications. The Transfer of Review Program for Environmental Compliance Approvals on behalf of the Ministry of Environment, Conservation and Parks continues with electronic submissions

only. There have been adjustments to how the Region accepts development applications and payment for application fees. Review of CSO Projects as the 2020 program will likely not be able to be funded due to insufficient wastewater funding.

3 months

- Continuing to provide comments and review for development applications and Environmental Compliance Applications, and provide Private Sewage Systems Services while monitoring application volume and fee revenue. Continuing to move forward with the SWM Guidelines project and the preparation of the RFP for the W&WW Master Servicing Plan Update which provides input to the DC By-law update. Working with the residential development industry to understand and compliment efforts and strategies for economic recovery with Economic Development.

6 months

- As the economy recovers, it is anticipated that there will be a backlog of development applications, approvals and permits that will need to be processed. The implementation of the economic recovery plan for Niagara should be kicking in. Continued engagement with the residential development industry to address key priorities to move projects forward.

Respectfully submitted and signed by

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

Subject: Implications of the New Provincial Policy Statement, 2020

Report to: Planning and Economic Development Committee

Report date: Wednesday, May 13, 2020

Recommendations

1. That report PDS 22-2020 **BE RECEIVED** for information.
2. That a copy of report PDS 22-2020 **BE CIRCULATED** to Local Municipal Planning Directors.

Key Facts

- This report provides an overview of the contents of the revised *Provincial Policy Statement, 2020* (“PPS”).
- On May 2, 2019, the Ministry of Municipal Affairs and Housing (“MMAH”) announced the Housing Supply Action Plan concurrently with *Bill 108: More Homes, More Choice Act, 2019* (“Bill 108”).
- On July 22, 2019, MMAH released a draft *PPS* as part of the same Housing Supply Action Plan program. Consultation was open until October 21, 2019.
- Staff submitted comments on the draft *PPS* to the MMAH through the Environmental Registry of Ontario (“ERO”). These comments are provided in report PDS 31-2019.
- On February 28, 2020, MMAH released the final version of the new *PPS*. This replaces the old *PPS*, 2014. A copy of the new *PPS* is attached as Appendix 1 and a comparison document of the old *PPS* and new *PPS* is attached as Appendix 2.
- The new *PPS* comes into effect on May 1, 2020. The *Planning Act, 1990*, states that Council’s decision on any planning matter shall be consistent with the *PPS*.

Financial Considerations

There are no financial considerations directly linked to this report.

Analysis

The purpose of this report is to inform Council of the content of the new *PPS*.

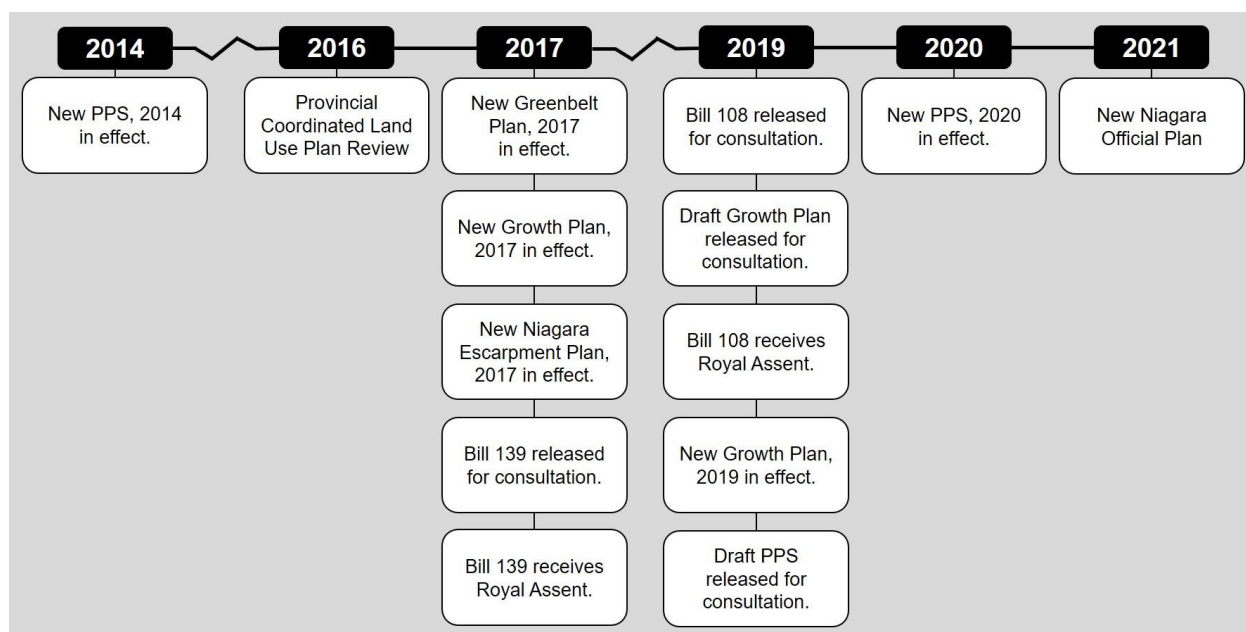
The *PPS* is the statement of Ontario's policies on land use planning. It is the foundational document that sets out how planning should be done in the Province.

The *Planning Act, 1990*, requires Council's decisions on planning matters to be consistent with the *PPS*. Similarly, comments or advice relating to a planning matter must be consistent with the *PPS*.

The *PPS* has had several iterations over the last few decades. The new *PPS, 2020* replaces the *PPS, 2014*. A comparison of *PPS, 2014* and *PPS, 2020* is provided in Appendix 2.

Many of the changes in the new *PPS* reflect recent amendments to other Provincial plans and legislation that have occurred through *Bill 108* and MMAH's Housing Supply Action Plan. A timeline of these changes to Provincial policy is shown in Figure 1.

Figure 1: A timeline of new Provincial plans and other changes since 2014.



The following sections of this report provides a description of the major *PPS* changes by theme. The specific policy changes are provided in the appendices.

Employment

Changes to the *PPS* on employment-related matters reflect the new policy direction contained in the recently amended *A Place to Grow: Growth Plan for the Greater Golden Horseshoe, 2019* (the “*Growth Plan*”).

The new *PPS* emphasizes land use compatibility through the protection of existing and planned employment uses from encroaching non-employment sensitive land uses.

Policy language added to sections 1.2 “Coordination” and 1.3 “Employment” are more specific about need requirements for proposing non-employment sensitive land uses near industrial and manufacturing employment uses.

Newly added language to policy 1.3.2.3 restricts the ability to locate non-employment uses within certain employment areas. Specifically, employment areas planned for industrial and manufacturing uses are required to prohibit residential uses, as well as prohibit or limit other sensitive land uses. Further, these areas should include an appropriate transition to adjacent non-employment uses.

Policy 1.2.3.5 has been added to address gaps between the *Growth Plan* and *PPS* on matters relating to the timing and ability to convert employment uses. This policy reflects language contained in section 2.2.5 “Employment” of the *Growth Plan* that allows for conversions in employment areas to occur outside of a municipal comprehensive review (“MCR”) – unless located within a provincially significant employment zone (“PSEZ”).

Further, changes to *PPS* policy 1.3.2.7 extends the ability for planning authorities to plan for and protect employment areas from a 20 year timeline to 25 years.

Settlement Area Boundary Expansions

Changes to section 1.1.3 “Settlement Areas” of the *PPS* ensure consistency with the recently amended *Growth Plan* on matters relating to settlement area expansions.

PPS policy 1.1.3.8 has added language that provides direction for municipalities, including those located outside of the GGH, to adjust the level of detail when reviewing a settlement area boundary expansion request during a MCR to correspond with the complexity and scale of the request.

Additionally, policy 1.1.3.9 was added to recognize *Growth Plan* provisions that permit settlement area boundary expansions outside of a MCR. This policy ensures alignment with section 2.2.8 “Settlement Area Boundary Expansions” of the *Growth Plan*.

Housing

The new *PPS* contains added policy language and terminology that recognize *Growth Plan* policy direction on matters relating to market-demand and housing options. Both the *Growth Plan* and *PPS* have been amended to define “housing options” as

a range of housing types such as, but not limited to single-detached, semi-detached, rowhouses, townhouses, stacked townhouses, multiplexes, additional residential units, tiny homes, multi-residential buildings. The term can also refer to a variety of housing arrangements and forms such as, but not limited to life lease housing, co-ownership housing, co-operative housing, community land trusts, land lease community homes, affordable housing, housing for people with special needs, and housing related to employment, institutional or educational uses.

The inclusion of this definition in the *PPS*, accompanied by new policy language throughout section 1 “Building Strong Healthy Communities” places greater emphasis on planning authorities to plan for and provide increased housing options, including both market-based and affordable development types.

Specifically, the new *PPS* speaks to satisfying market demand for housing options within strategic growth areas based on existing or planned municipal servicing and investments. For instance, changes to policy 1.2.1 directs planning authorities to plan for and integrate land uses with transit-supportive development to optimize municipal service and infrastructure investments.

Further, added language to policy 1.1.3.3 expands on policy 1.2.1 and requires planning authorities to identify and promote opportunities for transit-supportive development that accommodates a significant supply and range of housing options through intensification and redevelopment.

The new *PPS* also aims to increase the amount of available designated land for growth, depending on market-based demand and level of intensification within settlement areas. Specifically, changes to policy 1.4.1 require the municipal residential land supply to be

15 years, rather than 10 years, as well as provide for a 5-year supply for residential units through lands able to accommodate the units and in draft approved registered plans.

In regards to development application processes, a draft policy for “priority applications” was not included in the final version of the new *PPS*. Specifically, the October draft *PPS* included a policy to condense the development review and approval process for “priority applications”. In the Region’s submission (see PDS 31-2019), support was provided for the concept of a streamlined priority application process; however, the Region asked for clarity on how it would be applied and that authority be granted to municipalities to determine what would qualify.

In lieu of this, and comments from others, the Province did not proceed with a “priority application” policy.

Notwithstanding the absence of a priority application process, the Region remains committed to using available tools to expedite the development application review and approval process.

Municipal Infrastructure and Servicing

Changes to section 1.6 “Infrastructure and Public Service Facilities” add provisions that encourage development and redevelopment to incorporate green infrastructure and design practices that will help communities prepare for impacts of a changing climate.

There also are substantive changes for planning authorities through added language to policies 1.6.6.4 and 1.6.6.5. The new *PPS* directs the Region to work with its local municipalities during its official plan review or update to assess the long-term impacts of individual on-site sewage services and water services on the environmental health and desired character of rural settlement areas and the feasibility of other forms of servicing.

Additionally, the new *PPS* now permits connections to existing partial servicing where it has been provided to address instances of failed individual on-site sewage and water services for infill development on existing lots of record. These connections must be logically and financially viable, and demonstrate that site conditions are suitable for the long-term of such services with no negative impacts.

The Region previously commented on the draft policy, which has not changed in the final version that this partial servicing connection policy may lead to negative Regional

outcomes. Specifically, the Region's Water and Wastewater Master Servicing Plan ("MSP") only considers municipal servicing needs and forecasts for lands within its *urban areas*, not those outside it as raised by this policy. Planning for and servicing existing lots of record can be difficult, more expensive, and remove capacity from existing settlement areas where growth is normally planned. The Region and its local municipalities will review this policy to determine its impact on servicing connections outside of urban areas.

Indigenous Consultation

The new *PPS* encourages planning authorities to build constructive, cooperative relationships with Indigenous communities through meaningful consultation during land use planning processes. Added language clarifies instances where planning authorities are required to consult with Aboriginal communities on planning matters.

Specifically, section IV "Preamble" states that consultation is required when a planning matter may affect section 35 Aboriginal or treaty rights, or when identifying, protecting, and managing cultural heritage and archaeology resources. This is also reflected in policy 2.6.5 that requires planning authorities to engage with Indigenous communities and consider their interests when identifying, protecting and managing cultural heritage and archaeological resources.

While added language clarifies instances of required municipal consultation with Aboriginal communities, it does not address the specific requirements or how practices, processes of these efforts should be carried out. The Region will engage with the Province to seek guidance on the intended process for engagement with Aboriginal communities.

Alternatives Reviewed

The purpose of this report is to inform Council of changes to the new *PPS*. There are no alternatives to this report.

Commissioner Comments

Essentially, the new *PPS* aims to increase the supply of land available for housing within settlement areas while at the same time reflecting current market-based demand and transit supportive intensification. As such, it is incumbent on the Region and the LAMs to continue to invest in the planning and support of District Plan and Secondary

Plan initiatives which proactively facilitate and expedite the delivery of significant housing supply.

Relationship to Council Strategic Priorities

The *Planning Act, 1990*, states that Council's decision on any planning matter shall be consistent with the *PPS*, this includes the Region's ongoing planning initiatives, including background studies associated to the new Niagara Official Plan.

The new Niagara Official Plan will provide a comprehensive policy direction on matters relating to growth management (i.e. housing, affordability); sustainability (i.e. natural environment, climate change); vibrancy (i.e. urban design, secondary / district plans); competitiveness (i.e. employment, agriculture, aggregates); and connectedness (i.e. transportation, infrastructure).

Policies of the new *PPS* will be reflected in background studies being undertaken to inform and draft the new Niagara Official Plan policy framework. As such, changes to the *PPS* will influence the following Strategic Priorities:

- Business and Economic Growth;
- Healthy and Vibrant Community; and
- Responsible Growth and Infrastructure Planning.

Other Pertinent Reports

- CWCD 289-2019
- PDS 31-2019
- CWCD 384-2019
- CWCD 70-2020

Prepared by:

Alexander Morrison, MCIP, RPP
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 Isaiah Banach, Manager of Long Range Planning, and reviewed by Doug Giles, Director of Community and Long Range Planning.

Appendices

- | | |
|------------|--------------------------------------------------------------------------------------------|
| Appendix 1 | Provincial Policy Statement, 2020 |
| Appendix 2 | Provincial Policy Statement (PPS): Blackline Comparison between PPS, 2014 and PPS, 2020 |

Provincial Policy Statement, 2020

Under the *Planning Act*

PROVINCIAL POLICY STATEMENT, 2020

Approved by the Lieutenant Governor in Council, Order in Council No. 229/2020

This Provincial Policy Statement was issued under section 3 of the *Planning Act* and came into effect May 1, 2020. It replaces the Provincial Policy Statement issued April 30, 2014.

Table of Contents

| | | |
|------------------|------------------------------------------------------------------------------------------------------|-----------|
| PART I: | PREAMBLE | 1 |
| PART II: | LEGISLATIVE AUTHORITY | 2 |
| PART III: | HOW TO READ THE PROVINCIAL POLICY STATEMENT | 2 |
| PART IV: | VISION FOR ONTARIO'S LAND USE PLANNING SYSTEM | 5 |
| PART V: | POLICIES | 7 |
| 1.0 | BUILDING STRONG HEALTHY COMMUNITIES | 7 |
| 1.1 | Managing and Directing Land Use to Achieve Efficient and Resilient Development and Land Use Patterns | 7 |
| | Settlement Areas | 8 |
| | Rural Areas in Municipalities | 10 |
| | Rural Lands in Municipalities | 11 |
| | Territory Without Municipal Organization | 12 |
| 1.2 | Coordination | 12 |
| | Land Use Compatibility | 14 |
| 1.3 | Employment | 14 |
| | Employment Areas | 15 |
| 1.4 | Housing | 16 |
| 1.5 | Public Spaces, Recreation, Parks, Trails and Open Space | 17 |
| 1.6 | Infrastructure and Public Service Facilities | 17 |
| | Sewage, Water and Stormwater | 18 |
| | Transportation Systems | 20 |
| | Transportation and Infrastructure Corridors | 20 |
| | Airports, Rail and Marine Facilities | 21 |
| | Waste Management | 21 |
| | Energy Supply | 22 |
| 1.7 | Long-Term Economic Prosperity | 22 |
| 1.8 | Energy Conservation, Air Quality and Climate Change | 22 |
| 2.0 | WISE USE AND MANAGEMENT OF RESOURCES | 24 |
| 2.1 | Natural Heritage | 24 |
| 2.2 | Water | 25 |
| 2.3 | Agriculture | 26 |
| 2.4 | Minerals and Petroleum | 28 |
| 2.5 | Mineral Aggregate Resources | 29 |
| 2.6 | Cultural Heritage and Archaeology | 31 |
| 3.0 | PROTECTING PUBLIC HEALTH AND SAFETY | 32 |
| 3.1 | Natural Hazards | 32 |
| 3.2 | Human-Made Hazards | 34 |
| 4.0 | IMPLEMENTATION AND INTERPRETATION | 35 |
| 5.0 | FIGURE 1 | 37 |
| 6.0 | DEFINITIONS | 40 |

Part I: Preamble

The Provincial Policy Statement provides policy direction on matters of provincial interest related to land use planning and development. As a key part of Ontario's policy-led planning system, the Provincial Policy Statement sets the policy foundation for regulating the development and use of land. It also supports the provincial goal to enhance the quality of life for all Ontarians.

The Provincial Policy Statement provides for appropriate development while protecting resources of provincial interest, public health and safety, and the quality of the natural and built environment. The Provincial Policy Statement supports improved land use planning and management, which contributes to a more effective and efficient land use planning system.

The policies of the Provincial Policy Statement may be complemented by provincial plans or by locally-generated policies regarding matters of municipal interest. Provincial plans and municipal official plans provide a framework for comprehensive, integrated, place-based and long-term planning that supports and integrates the principles of strong communities, a clean and healthy environment and economic growth, for the long term.

Municipal official plans are the most important vehicle for implementation of this Provincial Policy Statement and for achieving comprehensive, integrated and long-term planning. Official plans shall identify provincial interests and set out appropriate land use designations and policies.

Official plans should also coordinate cross-boundary matters to complement the actions of other planning authorities and promote mutually beneficial solutions. Official plans shall provide clear, reasonable and attainable policies to protect provincial interests and direct development to suitable areas. In order to protect provincial interests, planning authorities shall keep their official plans up-to-date with this Provincial Policy Statement.

Zoning and development permit by-laws are also important for implementation of this Provincial Policy Statement. Planning authorities shall keep their zoning and development permit by-laws up-to-date with their official plans and this Provincial Policy Statement.

Land use planning is only one of the tools for implementing provincial interests. A wide range of legislation, regulations, policies and programs may apply to decisions with respect to *Planning Act* applications and affect planning matters, and assist in implementing these interests.

Within the Great Lakes – St. Lawrence River Basin, there may be circumstances where planning authorities should consider agreements related to the protection or restoration of the Great Lakes – St. Lawrence River Basin. Examples of these agreements include Great Lakes agreements between Ontario and Canada, between Ontario and Quebec and the Great Lakes States of the United States of America, and between Canada and the United States of America.

Part II: Legislative Authority

The Provincial Policy Statement is issued under the authority of section 3 of the *Planning Act* and came into effect on May 1, 2020.

In respect of the exercise of any authority that affects a planning matter, section 3 of the *Planning Act* requires that decisions affecting planning matters “shall be consistent with” policy statements issued under the Act.

Comments, submissions or advice that affect a planning matter that are provided by the council of a municipality, a local board, a planning board, a minister or ministry, board, commission or agency of the government “shall be consistent with” this Provincial Policy Statement.

Part III: How to Read the Provincial Policy Statement

The provincial policy-led planning system recognizes and addresses the complex inter-relationships among environmental, economic and social factors in land use planning. The Provincial Policy Statement supports a comprehensive, integrated and long-term approach to planning, and recognizes linkages among policy areas.

Read the Entire Provincial Policy Statement

The Provincial Policy Statement is more than a set of individual policies. It is to be read in its entirety and the relevant policies are to be applied to each situation. When more than one policy is relevant, a decision-maker should consider all of the relevant policies to understand how they work together. The language of each policy, including the Implementation and Interpretation policies, will assist decision-makers in understanding how the policies are to be implemented.

While specific policies sometimes refer to other policies for ease of use, these cross-references do not take away from the need to read the Provincial Policy Statement as a whole.

There is no implied priority in the order in which the policies appear.

Consider Specific Policy Language

When applying the Provincial Policy Statement it is important to consider the specific language of the policies. Each policy provides direction on how it is to be implemented, how it is situated within the broader Provincial Policy Statement, and how it relates to other policies.

Some policies set out positive directives, such as “settlement areas shall be the focus of growth and development.” Other policies set out limitations and prohibitions, such as “development and site alteration shall not be permitted.” Other policies use enabling or supportive language, such as “should,” “promote” and “encourage.”

The choice of language is intended to distinguish between the types of policies and the nature of implementation. There is some discretion when applying a policy with enabling or supportive language in contrast to a policy with a directive, limitation or prohibition.

Geographic Scale of Policies

The Provincial Policy Statement recognizes the diversity of Ontario and that local context is important. Policies are outcome-oriented, and some policies provide flexibility in their implementation provided that provincial interests are upheld.

While the Provincial Policy Statement is to be read as a whole, not all policies will be applicable to every site, feature or area. The Provincial Policy Statement applies at a range of geographic scales.

Some of the policies refer to specific areas or features and can only be applied where these features or areas exist. Other policies refer to planning objectives that need to be considered in the context of the municipality or planning area as a whole, and are not necessarily applicable to a specific site or development proposal.

Policies Represent Minimum Standards

The policies of the Provincial Policy Statement represent minimum standards.

Within the framework of the provincial policy-led planning system, planning authorities and decision-makers may go beyond these minimum standards to address matters of importance to a specific community, unless doing so would conflict with any policy of the Provincial Policy Statement.

Defined Terms and Meanings

Except for references to legislation which are italicized, other italicized terms in the Provincial Policy Statement are defined in the Definitions section. For non-italicized terms, the normal meaning of the word applies. Terms may be italicized only in specific policies; for these terms, the defined meaning applies where they are italicized and the normal meaning applies where they are not italicized. Defined terms in the Definitions section are intended to capture both singular and plural forms of these terms in the policies.

Guidance Material

Guidance material and technical criteria may be issued from time to time to assist planning authorities and decision-makers with implementing the policies of the Provincial Policy Statement. Information, technical criteria and approaches outlined in guidance material are meant to support but not add to or detract from the policies of the Provincial Policy Statement.

Relationship with Provincial Plans

The Provincial Policy Statement provides overall policy directions on matters of provincial interest related to land use planning and development in Ontario, and applies province-wide, except where this policy statement or another provincial plan provides otherwise.

Provincial plans, such as the Greenbelt Plan, A Place to Grow: Growth Plan for the Greater Golden Horseshoe and the Growth Plan for Northern Ontario, build upon the policy foundation provided by the Provincial Policy Statement. They provide additional land use planning policies to address issues facing specific geographic areas in Ontario.

Provincial plans are to be read in conjunction with the Provincial Policy Statement. They take precedence over the policies of the Provincial Policy Statement to the extent of any conflict, except where the relevant legislation provides otherwise.

Where the policies of provincial plans address the same, similar, related, or overlapping matters as the policies of the Provincial Policy Statement, applying the more specific policies of the provincial plan satisfies the more general requirements of the Provincial Policy Statement. In contrast, where matters addressed in the Provincial Policy Statement do not overlap with policies in provincial plans, the policies in the Provincial Policy Statement must be independently satisfied.

Land use planning decisions made by municipalities, planning boards, the Province, or a commission or agency of the government must be consistent with the Provincial Policy Statement. Where provincial plans are in effect, planning decisions must conform or not conflict with them, as the case may be.

Part IV: Vision for Ontario's Land Use Planning System

The long-term prosperity and social well-being of Ontario depends upon planning for strong, sustainable and resilient communities for people of all ages, a clean and healthy environment, and a strong and competitive economy.

Ontario is a vast province with diverse urban, rural and northern communities which may face different challenges related to diversity in population, economic activity, pace of growth and physical and natural conditions. Some areas face challenges related to maintaining population and diversifying their economy, while other areas face challenges related to accommodating and managing the development and population growth which is occurring, while protecting important resources and the quality of the natural environment.

The Province's rich cultural diversity is one of its distinctive and defining features. Indigenous communities have a unique relationship with the land and its resources, which continues to shape the history and economy of the Province today. Ontario recognizes the unique role Indigenous communities have in land use planning and development, and the contribution of Indigenous communities' perspectives and traditional knowledge to land use planning decisions. The Province recognizes the importance of consulting with Aboriginal communities on planning matters that may affect their section 35 Aboriginal or treaty rights. Planning authorities are encouraged to build constructive, cooperative relationships through meaningful engagement with Indigenous communities to facilitate knowledge-sharing in land use planning processes and inform decision-making.

The Provincial Policy Statement focuses growth and development within urban and rural settlement areas while supporting the viability of rural areas. It recognizes that the wise management of land use change may involve directing, promoting or sustaining development. Land use must be carefully managed to accommodate appropriate development to meet the full range of current and future needs, while achieving efficient development patterns and avoiding significant or sensitive resources and areas which may pose a risk to public health and safety. Planning authorities are encouraged to permit and facilitate a range of housing options, including new development as well as residential intensification, to respond to current and future needs.

Efficient development patterns optimize the use of land, resources and public investment in infrastructure and public service facilities. These land use patterns promote a mix of housing, including affordable housing, employment, recreation, parks and open spaces, and transportation choices that increase the use of active transportation and transit before other modes of travel. They support the financial well-being of the Province and municipalities over the long term, and minimize the undesirable effects of development, including impacts on air, water and other resources. They also permit better adaptation and response to the impacts of a changing climate, which will vary from region to region.

Strong, liveable and healthy communities promote and enhance human health and social well-being, are economically and environmentally sound, and are resilient to climate change.

The Province's natural heritage resources, water resources, including the Great Lakes, agricultural resources, mineral resources, and cultural heritage and archaeological resources provide important environmental, economic and social benefits. The wise use and management of these resources over the long term is a key provincial interest. The Province must ensure that its resources are managed in a sustainable way to conserve biodiversity, protect essential ecological processes and public health and safety, provide for the production of food and fibre, minimize environmental and social impacts, provide for recreational opportunities (e.g. fishing, hunting and hiking) and meet its long-term needs.

It is equally important to protect the overall health and safety of the population, including preparing for the impacts of a changing climate. The Provincial Policy Statement directs development away from areas of natural and human-made hazards. This preventative approach supports provincial and municipal financial well-being over the long term, protects public health and safety, and minimizes cost, risk and social disruption.

Taking action to conserve land and resources avoids the need for costly remedial measures to correct problems and supports economic and environmental principles.

Strong communities, a clean and healthy environment and a strong economy are inextricably linked. Long-term prosperity, human and environmental health and social well-being should take precedence over short-term considerations.

The fundamental principles set out in the Provincial Policy Statement apply throughout Ontario. To support our collective well-being, now and in the future, all land use must be well managed.

Part V: Policies

1.0 Building Strong Healthy Communities

Ontario is a vast province with urban, rural, and northern communities with diversity in population, economic activities, pace of growth, service levels and physical and natural conditions. Ontario's long-term prosperity, environmental health and social well-being depend on wisely managing change and promoting efficient land use and development patterns. Efficient land use and development patterns support sustainability by promoting strong, liveable, healthy and resilient communities, protecting the environment and public health and safety, and facilitating economic growth.

Accordingly:

1.1 Managing and Directing Land Use to Achieve Efficient and Resilient Development and Land Use Patterns

1.1.1 Healthy, liveable and safe communities are sustained by:

- a) promoting efficient development and land use patterns which sustain the financial well-being of the Province and municipalities over the long term;
- b) accommodating an appropriate affordable and market-based range and mix of residential types (including single-detached, additional residential units, multi-unit housing, affordable housing and housing for older persons), employment (including industrial and commercial), institutional (including places of worship, cemeteries and long-term care homes), recreation, park and open space, and other uses to meet long-term needs;
- c) avoiding development and land use patterns which may cause environmental or public health and safety concerns;
- d) avoiding development and land use patterns that would prevent the efficient expansion of *settlement areas* in those areas which are adjacent or close to *settlement areas*;
- e) promoting the integration of land use planning, growth management, *transit-supportive* development, *intensification* and *infrastructure* planning to achieve cost-effective development patterns, optimization of transit investments, and standards to minimize land consumption and servicing costs;
- f) improving accessibility for persons with disabilities and older persons by addressing land use barriers which restrict their full participation in society;
- g) ensuring that necessary *infrastructure* and *public service facilities* are or will be available to meet current and projected needs;
- h) promoting development and land use patterns that conserve biodiversity; and
- i) preparing for the regional and local impacts of a changing climate.

- 1.1.2 Sufficient land shall be made available to accommodate an appropriate range and mix of land uses to meet projected needs for a time horizon of up to 25 years, informed by provincial guidelines. However, where an alternate time period has been established for specific areas of the Province as a result of a provincial planning exercise or a *provincial plan*, that time frame may be used for municipalities within the area.

Within *settlement areas*, sufficient land shall be made available through *intensification* and *redevelopment* and, if necessary, *designated growth areas*.

Nothing in policy 1.1.2 limits the planning for *infrastructure*, *public service facilities* and *employment areas* beyond a 25-year time horizon.

1.1.3 Settlement Areas

Settlement areas are urban areas and rural settlement areas, and include cities, towns, villages and hamlets. Ontario's settlement areas vary significantly in terms of size, density, population, economic activity, diversity and intensity of land uses, service levels, and types of infrastructure available.

The vitality and regeneration of settlement areas is critical to the long-term economic prosperity of our communities. Development pressures and land use change will vary across Ontario. It is in the interest of all communities to use land and resources wisely, to promote efficient development patterns, protect resources, promote green spaces, ensure effective use of infrastructure and public service facilities and minimize unnecessary public expenditures.

- 1.1.3.1 *Settlement areas* shall be the focus of growth and development.
- 1.1.3.2 Land use patterns within *settlement areas* shall be based on densities and a mix of land uses which:
- a) efficiently use land and resources;
 - b) are appropriate for, and efficiently use, the *infrastructure* and *public service facilities* which are planned or available, and avoid the need for their unjustified and/or uneconomical expansion;
 - c) minimize negative impacts to air quality and climate change, and promote energy efficiency;
 - d) prepare for the *impacts of a changing climate*;
 - e) support *active transportation*;
 - f) are *transit-supportive*, where transit is planned, exists or may be developed; and
 - g) are *freight-supportive*.

Land use patterns within *settlement areas* shall also be based on a range of uses and opportunities for *intensification* and *redevelopment* in accordance with the criteria in policy 1.1.3.3, where this can be accommodated.

- 1.1.3.3 Planning authorities shall identify appropriate locations and promote opportunities for *transit-supportive* development, accommodating a significant supply and range of *housing options* through *intensification* and *redevelopment* where this can be accommodated taking into account existing building stock or areas, including *brownfield sites*, and the availability of suitable existing or planned *infrastructure* and *public service facilities* required to accommodate projected needs.
- 1.1.3.4 Appropriate development standards should be promoted which facilitate *intensification*, *redevelopment* and compact form, while avoiding or mitigating risks to public health and safety.
- 1.1.3.5 Planning authorities shall establish and implement minimum targets for *intensification* and *redevelopment* within built-up areas, based on local conditions. However, where provincial targets are established through *provincial plans*, the provincial target shall represent the minimum target for affected areas.
- 1.1.3.6 New development taking place in *designated growth areas* should occur adjacent to the existing built-up area and should have a compact form, mix of uses and densities that allow for the efficient use of land, *infrastructure* and *public service facilities*.
- 1.1.3.7 Planning authorities should establish and implement phasing policies to ensure:
 - a) that specified targets for *intensification* and *redevelopment* are achieved prior to, or concurrent with, new development within *designated growth areas*; and
 - b) the orderly progression of development within *designated growth areas* and the timely provision of the *infrastructure* and *public service facilities* required to meet current and projected needs.
- 1.1.3.8 A planning authority may identify a *settlement area* or allow the expansion of a *settlement area* boundary only at the time of a *comprehensive review* and only where it has been demonstrated that:
 - a) sufficient opportunities to accommodate growth and to satisfy market demand are not available through *intensification*, *redevelopment* and *designated growth areas* to accommodate the projected needs over the identified planning horizon;
 - b) the *infrastructure* and *public service facilities* which are planned or available are suitable for the development over the long term, are financially viable over their life cycle, and protect public health and safety and the natural environment;
 - c) in *prime agricultural areas*:
 - 1. the lands do not comprise *specialty crop areas*;
 - 2. alternative locations have been evaluated, and

- i. there are no reasonable alternatives which avoid *prime agricultural areas*; and
 - ii. there are no reasonable alternatives on lower priority agricultural lands in *prime agricultural areas*;
- d) the new or expanding *settlement area* is in compliance with the *minimum distance separation formulae*; and
- e) impacts from new or expanding *settlement areas* on agricultural operations which are adjacent or close to the *settlement area* are mitigated to the extent feasible.

In undertaking a *comprehensive review*, the level of detail of the assessment should correspond with the complexity and scale of the settlement boundary expansion or development proposal.

1.1.3.9 Notwithstanding policy 1.1.3.8, municipalities may permit adjustments of *settlement area* boundaries outside a *comprehensive review* provided:

- a) there would be no net increase in land within the *settlement areas*;
- b) the adjustment would support the municipality's ability to meet *intensification* and *redevelopment* targets established by the municipality;
- c) *prime agricultural areas* are addressed in accordance with 1.1.3.8 (c), (d) and (e); and
- d) the *settlement area* to which lands would be added is appropriately serviced and there is sufficient reserve *infrastructure* capacity to service the lands.

1.1.4 Rural Areas in Municipalities

Rural areas are important to the economic success of the Province and our quality of life. Rural areas are a system of lands that may include rural settlement areas, rural lands, prime agricultural areas, natural heritage features and areas, and other resource areas. Rural areas and urban areas are interdependent in terms of markets, resources and amenities. It is important to leverage rural assets and amenities and protect the environment as a foundation for a sustainable economy.

Ontario's rural areas have diverse population levels, natural resources, geographies and physical characteristics, and economies. Across rural Ontario, local circumstances vary by region. For example, northern Ontario's natural environment and vast geography offer different opportunities than the predominately agricultural areas of southern regions of the Province.

1.1.4.1 Healthy, integrated and viable *rural areas* should be supported by:

- a) building upon rural character, and leveraging rural amenities and assets;
- b) promoting regeneration, including the redevelopment of *brownfield sites*;
- c) accommodating an appropriate range and mix of housing in rural *settlement areas*;
- d) encouraging the conservation and *redevelopment* of existing rural housing stock on *rural lands*;
- e) using rural *infrastructure* and *public service facilities* efficiently;

- f) promoting diversification of the economic base and employment opportunities through goods and services, including value-added products and the sustainable management or use of resources;
 - g) providing opportunities for sustainable and diversified tourism, including leveraging historical, cultural, and natural assets;
 - h) conserving biodiversity and considering the ecological benefits provided by nature; and
 - i) providing opportunities for economic activities in *prime agricultural areas*, in accordance with policy 2.3.
- 1.1.4.2 In *rural areas*, *rural settlement areas* shall be the focus of growth and development and their vitality and regeneration shall be promoted.
- 1.1.4.3 When directing development in *rural settlement areas* in accordance with policy 1.1.3, planning authorities shall give consideration to rural characteristics, the scale of development and the provision of appropriate service levels.
- 1.1.4.4 Growth and development may be directed to *rural lands* in accordance with policy 1.1.5, including where a municipality does not have a *settlement area*.

1.1.5 Rural Lands in Municipalities

- 1.1.5.1 When directing development on *rural lands*, a planning authority shall apply the relevant policies of Section 1: Building Strong Healthy Communities, as well as the policies of Section 2: Wise Use and Management of Resources and Section 3: Protecting Public Health and Safety.
- 1.1.5.2 On *rural lands* located in municipalities, permitted uses are:
- a) the management or use of resources;
 - b) resource-based recreational uses (including recreational dwellings);
 - c) residential development, including lot creation, that is locally appropriate;
 - d) *agricultural uses, agriculture-related uses, on-farm diversified uses and normal farm practices*, in accordance with provincial standards;
 - e) home occupations and home industries;
 - f) cemeteries; and
 - g) other rural land uses.
- 1.1.5.3 Recreational, tourism and other economic opportunities should be promoted.
- 1.1.5.4 Development that is compatible with the rural landscape and can be sustained by rural service levels should be promoted.
- 1.1.5.5 Development shall be appropriate to the *infrastructure* which is planned or available, and avoid the need for the unjustified and/or uneconomical expansion of this *infrastructure*.

- 1.1.5.6 Opportunities should be retained to locate new or expanding land uses that require separation from other uses.
- 1.1.5.7 Opportunities to support a diversified rural economy should be promoted by protecting agricultural and other resource-related uses and directing non-related development to areas where it will minimize constraints on these uses.
- 1.1.5.8 New land uses, including the creation of lots, and new or expanding livestock facilities, shall comply with the *minimum distance separation formulae*.

1.1.6 Territory Without Municipal Organization

- 1.1.6.1 On *rural lands* located in territory without municipal organization, the focus of development activity shall be related to the sustainable management or use of resources and resource-based recreational uses (including recreational dwellings).
- 1.1.6.2 Development shall be appropriate to the *infrastructure* which is planned or available, and avoid the need for the unjustified and/or uneconomical expansion of this *infrastructure*.
- 1.1.6.3 The establishment of new permanent townsites shall not be permitted.
- 1.1.6.4 In areas adjacent to and surrounding municipalities, only development that is related to the sustainable management or use of resources and resource-based recreational uses (including recreational dwellings) shall be permitted. Other uses may only be permitted if:
 - a) the area forms part of a planning area;
 - b) the necessary *infrastructure* and *public service facilities* are planned or available to support the development and are financially viable over their life cycle; and
 - c) it has been determined, as part of a *comprehensive review*, that the impacts of development will not place an undue strain on the *public service facilities* and *infrastructure* provided by adjacent municipalities, regions and/or the Province.

1.2 Coordination

- 1.2.1 A coordinated, integrated and comprehensive approach should be used when dealing with planning matters within municipalities, across lower, single and/or upper-tier municipal boundaries, and with other orders of government, agencies and boards including:
 - a) managing and/or promoting growth and development that is integrated with *infrastructure* planning;
 - b) economic development strategies;

- c) managing natural heritage, water, agricultural, mineral, and cultural heritage and archaeological resources;
 - d) *infrastructure, multimodal transportation systems, public service facilities and waste management systems*;
 - e) ecosystem, shoreline, watershed, and Great Lakes related issues;
 - f) natural and human-made hazards;
 - g) population, housing and employment projections, based on *regional market areas*; and
 - h) addressing housing needs in accordance with provincial policy statements such as the Policy Statement: Service Manager Housing and Homelessness Plans.
- 1.2.2 Planning authorities shall engage with Indigenous communities and coordinate on land use planning matters.
- 1.2.3 Planning authorities should coordinate emergency management and other economic, environmental and social planning considerations to support efficient and resilient communities.
- 1.2.4 Where planning is conducted by an upper-tier municipality, the upper-tier municipality in consultation with lower-tier municipalities shall:
- a) identify and allocate population, housing and employment projections for lower-tier municipalities. Allocations and projections by upper-tier municipalities shall be based on and reflect *provincial plans* where these exist and informed by provincial guidelines;
 - b) identify areas where growth or development will be directed, including the identification of nodes and the corridors linking these nodes;
 - c) identify targets for *intensification* and *redevelopment* within all or any of the lower-tier municipalities, including minimum targets that should be met before expansion of the boundaries of *settlement areas* is permitted in accordance with policy 1.1.3.8;
 - d) where major transit corridors exist or are to be developed, identify density targets for areas adjacent or in proximity to these corridors and stations, including minimum targets that should be met before expansion of the boundaries of *settlement areas* is permitted in accordance with policy 1.1.3.8; and
 - e) provide policy direction for the lower-tier municipalities on matters that cross municipal boundaries.
- 1.2.5 Where there is no upper-tier municipality, planning authorities shall ensure that policy 1.2.4 is addressed as part of the planning process, and should coordinate these matters with adjacent planning authorities.

1.2.6 Land Use Compatibility

- 1.2.6.1 *Major facilities and sensitive land uses* shall be planned and developed to avoid, or if avoidance is not possible, minimize and mitigate any potential *adverse effects* from odour, noise and other contaminants, minimize risk to public health and safety, and to ensure the long-term operational and economic viability of *major facilities* in accordance with provincial guidelines, standards and procedures.
- 1.2.6.2 Where avoidance is not possible in accordance with policy 1.2.6.1, planning authorities shall protect the long-term viability of existing or planned industrial, manufacturing or other uses that are vulnerable to encroachment by ensuring that the planning and *development* of proposed adjacent *sensitive land uses* are only permitted if the following are demonstrated in accordance with provincial guidelines, standards and procedures:
- a) there is an identified need for the proposed use;
 - b) alternative locations for the proposed use have been evaluated and there are no reasonable alternative locations;
 - c) *adverse effects* to the proposed *sensitive land use* are minimized and mitigated; and
 - d) potential impacts to industrial, manufacturing or other uses are minimized and mitigated.

1.3 Employment

- 1.3.1 Planning authorities shall promote economic development and competitiveness by:
- a) providing for an appropriate mix and range of employment, institutional, and broader mixed uses to meet long-term needs;
 - b) providing opportunities for a diversified economic base, including maintaining a range and choice of suitable sites for employment uses which support a wide range of economic activities and ancillary uses, and take into account the needs of existing and future businesses;
 - c) facilitating the conditions for economic investment by identifying strategic sites for investment, monitoring the availability and suitability of employment sites, including market-ready sites, and seeking to address potential barriers to investment;
 - d) encouraging compact, mixed-use development that incorporates compatible employment uses to support liveable and resilient communities, with consideration of housing policy 1.4; and
 - e) ensuring the necessary *infrastructure* is provided to support current and projected needs.

1.3.2 Employment Areas

1.3.2.1 Planning authorities shall plan for, protect and preserve *employment areas* for current and future uses and ensure that the necessary *infrastructure* is provided to support current and projected needs.

1.3.2.2 At the time of the official plan review or update, planning authorities should assess *employment areas* identified in local official plans to ensure that this designation is appropriate to the planned function of the *employment area*.

Employment areas planned for industrial and manufacturing uses shall provide for separation or mitigation from *sensitive land uses* to maintain the long-term operational and economic viability of the planned uses and function of these areas.

1.3.2.3 Within *employment areas* planned for industrial or manufacturing uses, planning authorities shall prohibit residential uses and prohibit or limit other *sensitive land uses* that are not ancillary to the primary employment uses in order to maintain land use compatibility.

Employment areas planned for industrial or manufacturing uses should include an appropriate transition to adjacent non-*employment areas*.

1.3.2.4 Planning authorities may permit conversion of lands within *employment areas* to non-employment uses through a *comprehensive review*, only where it has been demonstrated that the land is not required for employment purposes over the long term and that there is a need for the conversion.

1.3.2.5 Notwithstanding policy 1.3.2.4, and until the official plan review or update in policy 1.3.2.4 is undertaken and completed, lands within existing *employment areas* may be converted to a designation that permits non-employment uses provided the area has not been identified as provincially significant through a provincial plan exercise or as regionally significant by a regional economic development corporation working together with affected upper and single-tier municipalities and subject to the following:

- a) there is an identified need for the conversion and the land is not required for employment purposes over the long term;
- b) the proposed uses would not adversely affect the overall viability of the *employment area*; and
- c) existing or planned *infrastructure* and *public service facilities* are available to accommodate the proposed uses.

1.3.2.6 Planning authorities shall protect *employment areas* in proximity to *major goods movement facilities and corridors* for employment uses that require those locations.

1.3.2.7 Planning authorities may plan beyond 25 years for the long-term protection of employment areas provided lands are not designated beyond the planning horizon identified in policy 1.1.2.

1.4 Housing

1.4.1 To provide for an appropriate range and mix of *housing options* and densities required to meet projected requirements of current and future residents of the *regional market area*, planning authorities shall:

- a) maintain at all times the ability to accommodate residential growth for a minimum of 15 years through *residential intensification* and *redevelopment* and, if necessary, lands which are *designated and available* for residential development; and
- b) maintain at all times where new development is to occur, land with servicing capacity sufficient to provide at least a three-year supply of residential units available through lands suitably zoned to facilitate *residential intensification* and *redevelopment*, and land in draft approved and registered plans.

Upper-tier and single-tier municipalities may choose to maintain land with servicing capacity sufficient to provide at least a five-year supply of residential units available through lands suitably zoned to facilitate *residential intensification* and *redevelopment*, and land in draft approved and registered plans.

1.4.2 Where planning is conducted by an upper-tier municipality:

- a) the land and unit supply maintained by the lower-tier municipality identified in policy 1.4.1 shall be based on and reflect the allocation of population and units by the upper-tier municipality; and
- b) the allocation of population and units by the upper-tier municipality shall be based on and reflect *provincial plans* where these exist.

1.4.3 Planning authorities shall provide for an appropriate range and mix of *housing options* and densities to meet projected market-based and affordable housing needs of current and future residents of the *regional market area* by:

- a) establishing and implementing minimum targets for the provision of housing which is *affordable to low and moderate income households* and which aligns with applicable housing and homelessness plans. However, where planning is conducted by an upper-tier municipality, the upper-tier municipality in consultation with the lower-tier municipalities may identify a higher target(s) which shall represent the minimum target(s) for these lower-tier municipalities;
- b) permitting and facilitating:
 - 1. all *housing options* required to meet the social, health, economic and well-being requirements of current and future residents, including *special needs* requirements and needs arising from demographic changes and employment opportunities; and
 - 2. all types of *residential intensification*, including additional residential units, and *redevelopment* in accordance with policy 1.1.3.3;

- c) directing the development of new housing towards locations where appropriate levels of *infrastructure* and *public service facilities* are or will be available to support current and projected needs;
- d) promoting densities for new housing which efficiently use land, resources, *infrastructure* and *public service facilities*, and support the use of *active transportation* and transit in areas where it exists or is to be developed;
- e) requiring *transit-supportive* development and prioritizing *intensification*, including potential air rights development, in proximity to transit, including corridors and stations; and
- f) establishing development standards for *residential intensification*, *redevelopment* and new residential development which minimize the cost of housing and facilitate compact form, while maintaining appropriate levels of public health and safety.

1.5 Public Spaces, Recreation, Parks, Trails and Open Space

1.5.1 Healthy, active communities should be promoted by:

- a) planning public streets, spaces and facilities to be safe, meet the needs of pedestrians, foster social interaction and facilitate *active transportation* and community connectivity;
- b) planning and providing for a full range and equitable distribution of publicly-accessible built and natural settings for *recreation*, including facilities, parklands, public spaces, open space areas, trails and linkages, and, where practical, water-based resources;
- c) providing opportunities for public access to shorelines; and
- d) recognizing provincial parks, conservation reserves, and other protected areas, and minimizing negative impacts on these areas.

1.6 Infrastructure and Public Service Facilities

1.6.1 *Infrastructure* and *public service facilities* shall be provided in an efficient manner that prepares for the *impacts of a changing climate* while accommodating projected needs.

Planning for *infrastructure* and *public service facilities* shall be coordinated and integrated with land use planning and growth management so that they are:

- a) financially viable over their life cycle, which may be demonstrated through asset management planning; and
- b) available to meet current and projected needs.

1.6.2 Planning authorities should promote *green infrastructure* to complement *infrastructure*.

1.6.3 Before consideration is given to developing new *infrastructure* and *public service facilities*:

- a) the use of existing *infrastructure* and *public service facilities* should be optimized; and
- b) opportunities for adaptive re-use should be considered, wherever feasible.

1.6.4 *Infrastructure* and *public service facilities* should be strategically located to support the effective and efficient delivery of emergency management services, and to ensure the protection of public health and safety in accordance with the policies in Section 3.0: Protecting Public Health and Safety.

1.6.5 *Public service facilities* should be co-located in community hubs, where appropriate, to promote cost-effectiveness and facilitate service integration, access to transit and *active transportation*.

1.6.6 Sewage, Water and Stormwater

1.6.6.1 Planning for *sewage and water services* shall:

- a) accommodate forecasted growth in a manner that promotes the efficient use and optimization of existing:
 - 1. *municipal sewage services* and *municipal water services*; and
 - 2. *private communal sewage services* and *private communal water services*, where *municipal sewage services* and *municipal water services* are not available or feasible;
- b) ensure that these systems are provided in a manner that:
 - 1. can be sustained by the water resources upon which such services rely;
 - 2. prepares for the *impacts of a changing climate*;
 - 3. is feasible and financially viable over their lifecycle; and
 - 4. protects human health and safety, and the natural environment;
- c) promote water conservation and water use efficiency;
- d) integrate servicing and land use considerations at all stages of the planning process; and
- e) be in accordance with the servicing hierarchy outlined through policies 1.6.6.2, 1.6.6.3, 1.6.6.4 and 1.6.6.5. For clarity, where *municipal sewage services* and *municipal water services* are not available, planned or feasible, planning authorities have the ability to consider the use of the servicing options set out through policies 1.6.6.3, 1.6.6.4, and 1.6.6.5 provided that the specified conditions are met.

1.6.6.2 *Municipal sewage services* and *municipal water services* are the preferred form of servicing for *settlement areas* to support protection of the environment and minimize potential risks to human health and safety. Within *settlement areas* with existing *municipal sewage services* and *municipal water services*, *intensification* and *redevelopment* shall be promoted wherever feasible to optimize the use of the services.

1.6.6.3 Where *municipal sewage services* and *municipal water services* are not available, planned or feasible, *private communal sewage services* and *private communal water services* are the preferred form of servicing for multi-unit/lot development to support protection of the environment and minimize potential risks to human health and safety.

1.6.6.4 Where *municipal sewage services* and *municipal water services* or *private communal sewage services* and *private communal water services* are not available, planned or feasible, *individual on-site sewage services* and *individual on-site water services* may be used provided that site conditions are suitable for the long-term provision of such services with no *negative impacts*. In *settlement areas*, *individual on-site sewage services* and *individual on-site water services* may be used for infilling and minor rounding out of existing development.

At the time of the official plan review or update, planning authorities should assess the long-term impacts of *individual on-site sewage services* and *individual on-site water services* on the environmental health and the character of rural *settlement areas*. Where planning is conducted by an upper-tier municipality, the upper-tier municipality should work with lower-tier municipalities at the time of the official plan review or update to assess the long-term impacts of *individual on-site sewage services* and *individual on-site water services* on the environmental health and the desired character of rural *settlement areas* and the feasibility of other forms of servicing set out in policies 1.6.6.2 and 1.6.6.3.

1.6.6.5 *Partial services* shall only be permitted in the following circumstances:

- a) where they are necessary to address failed *individual on-site sewage services* and *individual on-site water services* in existing development; or
- b) within *settlement areas*, to allow for infilling and minor rounding out of existing development on *partial services* provided that site conditions are suitable for the long-term provision of such services with no *negative impacts*.

Where *partial services* have been provided to address failed services in accordance with subsection (a), infilling on existing lots of record in *rural areas* in municipalities may be permitted where this would represent a logical and financially viable connection to the existing *partial service* and provided that site conditions are suitable for the long-term provision of such services with no *negative impacts*. In accordance with subsection (a), the extension of *partial services* into *rural areas* is only permitted to address failed *individual on-site sewage* and *individual on-site water services* for existing development.

1.6.6.6 Subject to the hierarchy of services provided in policies 1.6.6.2, 1.6.6.3, 1.6.6.4 and 1.6.6.5, planning authorities may allow lot creation only if there is confirmation of sufficient *reserve sewage system capacity* and *reserve water system capacity* within *municipal sewage services* and *municipal water services* or *private communal sewage services* and *private communal water services*. The determination of

sufficient *reserve sewage system capacity* shall include treatment capacity for hauled sewage from *private communal sewage services* and *individual on-site sewage services*.

1.6.6.7 Planning for stormwater management shall:

- a) be integrated with planning for *sewage and water services* and ensure that systems are optimized, feasible and financially viable over the long term;
- b) minimize, or, where possible, prevent increases in contaminant loads;
- c) minimize erosion and changes in water balance, and prepare for the *impacts of a changing climate* through the effective management of stormwater, including the use of *green infrastructure*;
- d) mitigate risks to human health, safety, property and the environment;
- e) maximize the extent and function of vegetative and pervious surfaces; and
- f) promote stormwater management best practices, including stormwater attenuation and re-use, water conservation and efficiency, and low impact development.

1.6.7 Transportation Systems

- 1.6.7.1 *Transportation systems* should be provided which are safe, energy efficient, facilitate the movement of people and goods, and are appropriate to address projected needs.
- 1.6.7.2 Efficient use should be made of existing and planned *infrastructure*, including through the use of *transportation demand management* strategies, where feasible.
- 1.6.7.3 As part of a *multimodal transportation system*, connectivity within and among *transportation systems* and modes should be maintained and, where possible, improved including connections which cross jurisdictional boundaries.
- 1.6.7.4 A land use pattern, density and mix of uses should be promoted that minimize the length and number of vehicle trips and support current and future use of transit and *active transportation*.

1.6.8 Transportation and Infrastructure Corridors

- 1.6.8.1 Planning authorities shall plan for and protect corridors and rights-of-way for *infrastructure*, including transportation, transit and electricity generation facilities and transmission systems to meet current and projected needs.
- 1.6.8.2 *Major goods movement facilities and corridors* shall be protected for the long term.
- 1.6.8.3 Planning authorities shall not permit *development* in *planned corridors* that could preclude or negatively affect the use of the corridor for the purpose(s) for which it was identified.

New *development* proposed on *adjacent lands* to existing or *planned corridors* and transportation facilities should be compatible with, and supportive of, the long-term purposes of the corridor and should be designed to avoid, mitigate or minimize negative impacts on and from the corridor and transportation facilities.

- 1.6.8.4 The preservation and reuse of abandoned corridors for purposes that maintain the corridor's integrity and continuous linear characteristics should be encouraged, wherever feasible.
- 1.6.8.5 The co-location of linear *infrastructure* should be promoted, where appropriate.
- 1.6.8.6 When planning for corridors and rights-of-way for significant transportation, electricity transmission, and *infrastructure* facilities, consideration will be given to the significant resources in Section 2: Wise Use and Management of Resources.

1.6.9 Airports, Rail and Marine Facilities

- 1.6.9.1 Planning for land uses in the vicinity of *airports*, *rail facilities* and *marine facilities* shall be undertaken so that:

- a) their long-term operation and economic role is protected; and
- b) *airports*, *rail facilities* and *marine facilities* and *sensitive land uses* are appropriately designed, buffered and/or separated from each other, in accordance with policy 1.2.6.

- 1.6.9.2 *Airports* shall be protected from incompatible land uses and development by:

- a) prohibiting new residential *development* and other sensitive land uses in areas near *airports* above 30 NEF/NEP;
- b) considering redevelopment of existing residential uses and other sensitive land uses or infilling of residential and other sensitive land uses in areas above 30 NEF/NEP only if it has been demonstrated that there will be no negative impacts on the long-term function of the *airport*; and
- c) discouraging land uses which may cause a potential aviation safety hazard.

1.6.10 Waste Management

- 1.6.10.1 *Waste management systems* need to be provided that are of an appropriate size and type to accommodate present and future requirements, and facilitate, encourage and promote reduction, reuse and recycling objectives.

Waste management systems shall be located and designed in accordance with provincial legislation and standards.

1.6.11 Energy Supply

- 1.6.11.1 Planning authorities should provide opportunities for the development of energy supply including electricity generation facilities and transmission and distribution systems, district energy, and *renewable energy systems* and *alternative energy systems*, to accommodate current and projected needs.

1.7 Long-Term Economic Prosperity

- 1.7.1 Long-term economic prosperity should be supported by:
- a) promoting opportunities for economic development and community investment-readiness;
 - b) encouraging residential uses to respond to dynamic market-based needs and provide necessary housing supply and range of *housing options* for a diverse workforce;
 - c) optimizing the long-term availability and use of land, resources, *infrastructure* and *public service facilities*;
 - d) maintaining and, where possible, enhancing the vitality and viability of downtowns and mainstreets;
 - e) encouraging a sense of place, by promoting well-designed built form and cultural planning, and by conserving features that help define character, including *built heritage resources* and *cultural heritage landscapes*;
 - f) promoting the redevelopment of *brownfield sites*;
 - g) providing for an efficient, cost-effective, reliable *multimodal transportation system* that is integrated with adjacent systems and those of other jurisdictions, and is appropriate to address projected needs to support the movement of goods and people;
 - h) providing opportunities for sustainable tourism development;
 - i) sustaining and enhancing the viability of the *agricultural system* through protecting agricultural resources, minimizing land use conflicts, providing opportunities to support local food, and maintaining and improving the *agri-food network*;
 - j) promoting energy conservation and providing opportunities for increased energy supply;
 - k) minimizing negative impacts from a changing climate and considering the ecological benefits provided by nature; and
 - l) encouraging efficient and coordinated communications and telecommunications infrastructure.

1.8 Energy Conservation, Air Quality and Climate Change

- 1.8.1 Planning authorities shall support energy conservation and efficiency, improved air quality, reduced greenhouse gas emissions, and preparing for the *impacts of a changing climate* through land use and development patterns which:

- a) promote compact form and a structure of nodes and corridors;
- b) promote the use of *active transportation* and transit in and between residential, employment (including commercial and industrial) and institutional uses and other areas;
- c) focus major employment, commercial and other travel-intensive land uses on sites which are well served by transit where this exists or is to be developed, or designing these to facilitate the establishment of transit in the future;
- d) focus freight-intensive land uses to areas well served by major highways, *airports, rail facilities and marine facilities*;
- e) encourage *transit-supportive* development and *intensification* to improve the mix of employment and housing uses to shorten commute journeys and decrease transportation congestion;
- f) promote design and orientation which maximizes energy efficiency and conservation, and considers the mitigating effects of vegetation and *green infrastructure*; and
- g) maximize vegetation within *settlement areas*, where feasible.

2.0 Wise Use and Management of Resources

Ontario's long-term prosperity, environmental health, and social well-being depend on conserving biodiversity, protecting the health of the Great Lakes, and protecting natural heritage, water, agricultural, mineral and cultural heritage and archaeological resources for their economic, environmental and social benefits.

Accordingly:

2.1 Natural Heritage

- 2.1.1 Natural features and areas shall be protected for the long term.
- 2.1.2 The diversity and connectivity of natural features in an area, and the long-term *ecological function* and biodiversity of *natural heritage systems*, should be maintained, restored or, where possible, improved, recognizing linkages between and among *natural heritage features and areas*, *surface water features* and *ground water features*.
- 2.1.3 *Natural heritage systems* shall be identified in Ecoregions 6E & 7E¹, recognizing that *natural heritage systems* will vary in size and form in *settlement areas*, *rural areas*, and *prime agricultural areas*.
- 2.1.4 *Development* and *site alteration* shall not be permitted in:
- a) *significant wetlands* in Ecoregions 5E, 6E and 7E¹; and
 - b) *significant coastal wetlands*.
- 2.1.5 *Development* and *site alteration* shall not be permitted in:
- a) *significant wetlands* in the Canadian Shield north of Ecoregions 5E, 6E and 7E¹;
 - b) *significant woodlands* in Ecoregions 6E and 7E (excluding islands in Lake Huron and the St. Marys River)¹;
 - c) *significant valleylands* in Ecoregions 6E and 7E (excluding islands in Lake Huron and the St. Marys River)¹;
 - d) *significant wildlife habitat*;
 - e) *significant areas of natural and scientific interest*; and
 - f) *coastal wetlands* in Ecoregions 5E, 6E and 7E¹ that are not subject to policy 2.1.4(b)
- unless it has been demonstrated that there will be no *negative impacts* on the natural features or their *ecological functions*.

¹ Ecoregions 5E, 6E and 7E are shown on Figure 1.

- 2.1.6 *Development and site alteration shall not be permitted in fish habitat except in accordance with provincial and federal requirements.*
- 2.1.7 *Development and site alteration shall not be permitted in habitat of endangered species and threatened species, except in accordance with provincial and federal requirements.*
- 2.1.8 *Development and site alteration shall not be permitted on adjacent lands to the natural heritage features and areas identified in policies 2.1.4, 2.1.5, and 2.1.6 unless the ecological function of the adjacent lands has been evaluated and it has been demonstrated that there will be no negative impacts on the natural features or on their ecological functions.*
- 2.1.9 Nothing in policy 2.1 is intended to limit the ability of *agricultural uses* to continue.

2.2 Water

- 2.2.1 Planning authorities shall protect, improve or restore the *quality and quantity of water* by:
- a) using the *watershed* as the ecologically meaningful scale for integrated and long-term planning, which can be a foundation for considering cumulative impacts of development;
 - b) minimizing potential *negative impacts*, including cross-jurisdictional and cross-*watershed* impacts;
 - c) evaluating and preparing for the *impacts of a changing climate* to water resource systems at the watershed level;
 - d) identifying water resource systems consisting of *ground water features, hydrologic functions, natural heritage features and areas, and surface water features* including shoreline areas, which are necessary for the ecological and hydrological integrity of the *watershed*;
 - e) maintaining linkages and related functions among *ground water features, hydrologic functions, natural heritage features and areas, and surface water features* including shoreline areas;
 - f) implementing necessary restrictions on *development and site alteration* to:
 - 1. protect all municipal drinking water supplies and *designated vulnerable areas*; and
 - 2. protect, improve or restore *vulnerable* surface and ground water, *sensitive surface water features* and *sensitive ground water features*, and their *hydrologic functions*;
 - g) planning for efficient and sustainable use of water resources, through practices for water conservation and sustaining water quality;
 - h) ensuring consideration of environmental lake capacity, where applicable; and
 - i) ensuring stormwater management practices minimize stormwater volumes and contaminant loads, and maintain or increase the extent of vegetative and pervious surfaces.

- 2.2.2 *Development and site alteration* shall be restricted in or near *sensitive surface water features* and *sensitive ground water features* such that these features and their related *hydrologic functions* will be protected, improved or restored.

Mitigative measures and/or alternative development approaches may be required in order to protect, improve or restore *sensitive surface water features*, *sensitive ground water features*, and their *hydrologic functions*.

2.3 Agriculture

- 2.3.1 *Prime agricultural areas* shall be protected for long-term use for agriculture.

Prime agricultural areas are areas where *prime agricultural lands* predominate. *Specialty crop areas* shall be given the highest priority for protection, followed by Canada Land Inventory Class 1, 2, and 3 lands, and any associated Class 4 through 7 lands within the *prime agricultural area*, in this order of priority.

- 2.3.2 Planning authorities shall designate *prime agricultural areas* and *specialty crop areas* in accordance with guidelines developed by the Province, as amended from time to time.

Planning authorities are encouraged to use an *agricultural system* approach to maintain and enhance the geographic continuity of the agricultural land base and the functional and economic connections to the *agri-food network*.

2.3.3 Permitted Uses

- 2.3.3.1 In *prime agricultural areas*, permitted uses and activities are: *agricultural uses*, *agriculture-related uses* and *on-farm diversified uses*.

Proposed *agriculture-related uses* and *on-farm diversified uses* shall be compatible with, and shall not hinder, surrounding agricultural operations. Criteria for these uses may be based on guidelines developed by the Province or municipal approaches, as set out in municipal planning documents, which achieve the same objectives.

- 2.3.3.2 In *prime agricultural areas*, all types, sizes and intensities of *agricultural uses* and *normal farm practices* shall be promoted and protected in accordance with provincial standards.

- 2.3.3.3 New land uses in *prime agricultural areas*, including the creation of lots and new or expanding livestock facilities, shall comply with the *minimum distance separation formulae*.

2.3.4 Lot Creation and Lot Adjustments

2.3.4.1 Lot creation in *prime agricultural areas* is discouraged and may only be permitted for:

- a) *agricultural uses*, provided that the lots are of a size appropriate for the type of agricultural use(s) common in the area and are sufficiently large to maintain flexibility for future changes in the type or size of agricultural operations;
- b) *agriculture-related uses*, provided that any new lot will be limited to a minimum size needed to accommodate the use and appropriate *sewage and water services*;
- c) *a residence surplus to a farming operation* as a result of farm consolidation, provided that:
 - 1. the new lot will be limited to a minimum size needed to accommodate the use and appropriate *sewage and water services*; and
 - 2. the planning authority ensures that new residential dwellings are prohibited on any remnant parcel of farmland created by the severance. The approach used to ensure that no new residential dwellings are permitted on the remnant parcel may be recommended by the Province, or based on municipal approaches which achieve the same objective; and
- d) *infrastructure*, where the facility or corridor cannot be accommodated through the use of easements or rights-of-way.

2.3.4.2 Lot adjustments in *prime agricultural areas* may be permitted for *legal or technical reasons*.

2.3.4.3 The creation of new residential lots in *prime agricultural areas* shall not be permitted, except in accordance with policy 2.3.4.1(c).

2.3.5 Removal of Land from Prime Agricultural Areas

2.3.5.1 Planning authorities may only exclude land from *prime agricultural areas* for expansions of or identification of *settlement areas* in accordance with policy 1.1.3.8.

2.3.6 Non-Agricultural Uses in Prime Agricultural Areas

2.3.6.1 Planning authorities may only permit non-agricultural uses in *prime agricultural areas* for:

- a) extraction of *minerals, petroleum resources and mineral aggregate resources*; or
- b) limited non-residential uses, provided that all of the following are demonstrated:

1. the land does not comprise a *specialty crop area*;
2. the proposed use complies with the *minimum distance separation formulae*;
3. there is an identified need within the planning horizon provided for in policy 1.1.2 for additional land to accommodate the proposed use; and
4. alternative locations have been evaluated, and
 - i. there are no reasonable alternative locations which avoid *prime agricultural areas*; and
 - ii. there are no reasonable alternative locations in *prime agricultural areas* with lower priority agricultural lands.

2.3.6.2 Impacts from any new or expanding non-agricultural uses on surrounding agricultural operations and lands are to be mitigated to the extent feasible.

2.4 Minerals and Petroleum

2.4.1 *Minerals and petroleum resources* shall be protected for long-term use.

2.4.2 Protection of Long-Term Resource Supply

2.4.2.1 *Mineral mining operations and petroleum resource operations* shall be identified and protected from *development* and activities that would preclude or hinder their expansion or continued use or which would be incompatible for reasons of public health, public safety or environmental impact.

2.4.2.2 Known *mineral deposits*, known *petroleum resources* and *significant areas of mineral potential* shall be identified and *development* and activities in these resources or on *adjacent lands* which would preclude or hinder the establishment of new operations or access to the resources shall only be permitted if:

- a) resource use would not be feasible; or
- b) the proposed land use or development serves a greater long-term public interest; and
- c) issues of public health, public safety and environmental impact are addressed.

2.4.3 Rehabilitation

2.4.3.1 Rehabilitation to accommodate subsequent land uses shall be required after extraction and other related activities have ceased. Progressive rehabilitation should be undertaken wherever feasible.

2.4.4 Extraction in Prime Agricultural Areas

- 2.4.4.1 Extraction of *minerals* and *petroleum resources* is permitted in *prime agricultural areas* provided that the site will be rehabilitated.

2.5 Mineral Aggregate Resources

- 2.5.1 *Mineral aggregate resources* shall be protected for long-term use and, where provincial information is available, *deposits of mineral aggregate resources* shall be identified.

2.5.2 Protection of Long-Term Resource Supply

- 2.5.2.1 As much of the *mineral aggregate resources* as is realistically possible shall be made available as close to markets as possible.

Demonstration of need for *mineral aggregate resources*, including any type of supply/demand analysis, shall not be required, notwithstanding the availability, designation or licensing for extraction of *mineral aggregate resources* locally or elsewhere.

- 2.5.2.2 Extraction shall be undertaken in a manner which minimizes social, economic and environmental impacts.

- 2.5.2.3 *Mineral aggregate resource conservation* shall be undertaken, including through the use of accessory aggregate recycling facilities within operations, wherever feasible.

- 2.5.2.4 *Mineral aggregate operations* shall be protected from *development* and activities that would preclude or hinder their expansion or continued use or which would be incompatible for reasons of public health, public safety or environmental impact. Existing *mineral aggregate operations* shall be permitted to continue without the need for official plan amendment, rezoning or development permit under the *Planning Act*. Where the *Aggregate Resources Act* applies, only processes under the *Aggregate Resources Act* shall address the depth of extraction of new or existing *mineral aggregate operations*. When a license for extraction or operation ceases to exist, policy 2.5.2.5 continues to apply.

- 2.5.2.5 In known *deposits of mineral aggregate resources* and on *adjacent lands*, *development* and activities which would preclude or hinder the establishment of new operations or access to the resources shall only be permitted if:

- a) resource use would not be feasible; or
- b) the proposed land use or development serves a greater long-term public interest; and
- c) issues of public health, public safety and environmental impact are addressed.

2.5.3 Rehabilitation

- 2.5.3.1 Progressive and final rehabilitation shall be required to accommodate subsequent land uses, to promote land use compatibility, to recognize the interim nature of extraction, and to mitigate negative impacts to the extent possible. Final rehabilitation shall take surrounding land use and approved land use designations into consideration.
- 2.5.3.2 *Comprehensive rehabilitation* planning is encouraged where there is a concentration of mineral aggregate operations.
- 2.5.3.3 In parts of the Province not designated under the *Aggregate Resources Act*, rehabilitation standards that are compatible with those under the Act should be adopted for extraction operations on private lands.

2.5.4 Extraction in Prime Agricultural Areas

- 2.5.4.1 In *prime agricultural areas*, on *prime agricultural land*, extraction of *mineral aggregate resources* is permitted as an interim use provided that the site will be rehabilitated back to an *agricultural condition*.

Complete rehabilitation to an *agricultural condition* is not required if:

- a) outside of a *specialty crop area*, there is a substantial quantity of *mineral aggregate resources* below the water table warranting extraction, or the depth of planned extraction in a quarry makes restoration of pre-extraction agricultural capability unfeasible;
- b) in a *specialty crop area*, there is a substantial quantity of *high quality mineral aggregate resources* below the water table warranting extraction, and the depth of planned extraction makes restoration of pre-extraction agricultural capability unfeasible;
- c) other alternatives have been considered by the applicant and found unsuitable. The consideration of other alternatives shall include resources in areas of Canada Land Inventory Class 4 through 7 lands, resources on lands identified as *designated growth areas*, and resources on *prime agricultural lands* where rehabilitation is feasible. Where no other alternatives are found, *prime agricultural lands* shall be protected in this order of priority: *specialty crop areas*, Canada Land Inventory Class 1, 2 and 3 lands; and
- d) agricultural rehabilitation in remaining areas is maximized.

2.5.5 Wayside Pits and Quarries, Portable Asphalt Plants and Portable Concrete Plants

- 2.5.5.1 *Wayside pits and quarries, portable asphalt plants and portable concrete plants* used on public authority contracts shall be permitted, without the need for an official plan

amendment, rezoning, or development permit under the *Planning Act* in all areas, except those areas of existing development or particular environmental sensitivity which have been determined to be incompatible with extraction and associated activities.

2.6 Cultural Heritage and Archaeology

- 2.6.1 *Significant built heritage resources and significant cultural heritage landscapes shall be conserved.*
- 2.6.2 *Development and site alteration shall not be permitted on lands containing archaeological resources or areas of archaeological potential unless significant archaeological resources have been conserved.*
- 2.6.3 Planning authorities shall not permit *development and site alteration on adjacent lands to protected heritage property* except where the proposed *development and site alteration* has been evaluated and it has been demonstrated that the *heritage attributes* of the *protected heritage property* will be *conserved*.
- 2.6.4 Planning authorities should consider and promote archaeological management plans and cultural plans in conserving cultural heritage and archaeological resources.
- 2.6.5 Planning authorities shall engage with Indigenous communities and consider their interests when identifying, protecting and managing cultural heritage and archaeological resources.

3.0 Protecting Public Health and Safety

Ontario's long-term prosperity, environmental health and social well-being depend on reducing the potential for public cost or risk to Ontario's residents from natural or human-made hazards.

Development shall be directed away from areas of natural or human-made hazards where there is an unacceptable risk to public health or safety or of property damage, and not create new or aggravate existing hazards.

Mitigating potential risk to public health or safety or of property damage from natural hazards, including the risks that may be associated with the impacts of a changing climate, will require the Province, planning authorities, and conservation authorities to work together.

Accordingly:

3.1 Natural Hazards

3.1.1 Development shall generally be directed, in accordance with guidance developed by the Province (as amended from time to time), to areas outside of:

- a) *hazardous lands* adjacent to the shorelines of the *Great Lakes - St. Lawrence River System* and *large inland lakes* which are impacted by *flooding hazards*, *erosion hazards* and/or *dynamic beach hazards*;
- b) *hazardous lands* adjacent to *river, stream and small inland lake systems* which are impacted by *flooding hazards* and/or *erosion hazards*; and
- c) *hazardous sites*.

3.1.2 *Development* and *site alteration* shall not be permitted within:

- a) the *dynamic beach hazard*;
- b) *defined portions of the flooding hazard along connecting channels* (the St. Marys, St. Clair, Detroit, Niagara and St. Lawrence Rivers);
- c) areas that would be rendered inaccessible to people and vehicles during times of *flooding hazards*, *erosion hazards* and/or *dynamic beach hazards*, unless it has been demonstrated that the site has safe access appropriate for the nature of the *development* and the natural hazard; and
- d) a *floodway* regardless of whether the area of inundation contains high points of land not subject to flooding.

3.1.3 Planning authorities shall prepare for the *impacts of a changing climate* that may increase the risk associated with natural hazards.

3.1.4 Despite policy 3.1.2, *development* and *site alteration* may be permitted in certain areas associated with the *flooding hazard along river, stream and small inland lake systems*:

- a) in those exceptional situations where a *Special Policy Area* has been approved. The designation of a *Special Policy Area*, and any change or modification to the official plan policies, land use designations or boundaries applying to *Special Policy Area* lands, must be approved by the Ministers of Municipal Affairs and Housing and Natural Resources and Forestry prior to the approval authority approving such changes or modifications; or
- b) where the *development* is limited to uses which by their nature must locate within the *floodway*, including flood and/or erosion control works or minor additions or passive non-structural uses which do not affect flood flows.

3.1.5 *Development* shall not be permitted to locate in *hazardous lands* and *hazardous sites* where the use is:

- a) an *institutional use* including hospitals, long-term care homes, retirement homes, pre-schools, school nurseries, day cares and schools;
- b) an *essential emergency service* such as that provided by fire, police and ambulance stations and electrical substations; or
- c) uses associated with the disposal, manufacture, treatment or storage of *hazardous substances*.

3.1.6 Where the *two zone concept* for *flood plains* is applied, *development* and *site alteration* may be permitted in the *flood fringe*, subject to appropriate floodproofing to the *flooding hazard* elevation or another *flooding hazard* standard approved by the Minister of Natural Resources and Forestry.

3.1.7 Further to policy 3.1.6, and except as prohibited in policies 3.1.2 and 3.1.5, *development* and *site alteration* may be permitted in those portions of *hazardous lands* and *hazardous sites* where the effects and risk to public safety are minor, could be mitigated in accordance with provincial standards, and where all of the following are demonstrated and achieved:

- a) *development* and *site alteration* is carried out in accordance with *floodproofing standards*, *protection works standards*, and *access standards*;
- b) vehicles and people have a way of safely entering and exiting the area during times of flooding, erosion and other emergencies;
- c) new hazards are not created and existing hazards are not aggravated; and
- d) no adverse environmental impacts will result.

3.1.8 *Development* shall generally be directed to areas outside of lands that are unsafe for *development* due to the presence of *hazardous forest types for wildland fire*.

Development may however be permitted in lands with *hazardous forest types for wildland fire* where the risk is mitigated in accordance with *wildland fire assessment and mitigation standards*.

3.2 Human-Made Hazards

- 3.2.1 Development on, abutting or adjacent to lands affected by *mine hazards; oil, gas and salt hazards; or former mineral mining operations, mineral aggregate operations or petroleum resource operations* may be permitted only if rehabilitation or other measures to address and mitigate known or suspected hazards are under way or have been completed.
- 3.2.2 Sites with contaminants in land or water shall be assessed and remediated as necessary prior to any activity on the site associated with the proposed use such that there will be no *adverse effects*.
- 3.2.3 Planning authorities should support, where feasible, on-site and local re-use of excess soil through planning and development approvals while protecting human health and the environment.

4.0 Implementation and Interpretation

- 4.1 This Provincial Policy Statement applies to all decisions in respect of the exercise of any authority that affects a planning matter made on or after May 1, 2020.
- 4.2 This Provincial Policy Statement shall be read in its entirety and all relevant policies are to be applied to each situation.
- 4.3 This Provincial Policy Statement shall be implemented in a manner that is consistent with the recognition and affirmation of existing Aboriginal and treaty rights in section 35 of the *Constitution Act, 1982*.
- 4.4 This Provincial Policy Statement shall be implemented in a manner that is consistent with Ontario *Human Rights Code* and the *Canadian Charter of Rights and Freedoms*.
- 4.5 In implementing the Provincial Policy Statement, the Minister of Municipal Affairs and Housing may take into account other considerations when making decisions to support strong communities, a clean and healthy environment and the economic vitality of the Province.
- 4.6 The official plan is the most important vehicle for implementation of this Provincial Policy Statement. Comprehensive, integrated and long-term planning is best achieved through official plans.

Official plans shall identify provincial interests and set out appropriate land use designations and policies. To determine the significance of some natural heritage features and other resources, evaluation may be required.

In order to protect provincial interests, planning authorities shall keep their official plans up-to-date with this Provincial Policy Statement. The policies of this Provincial Policy Statement continue to apply after adoption and approval of an official plan.

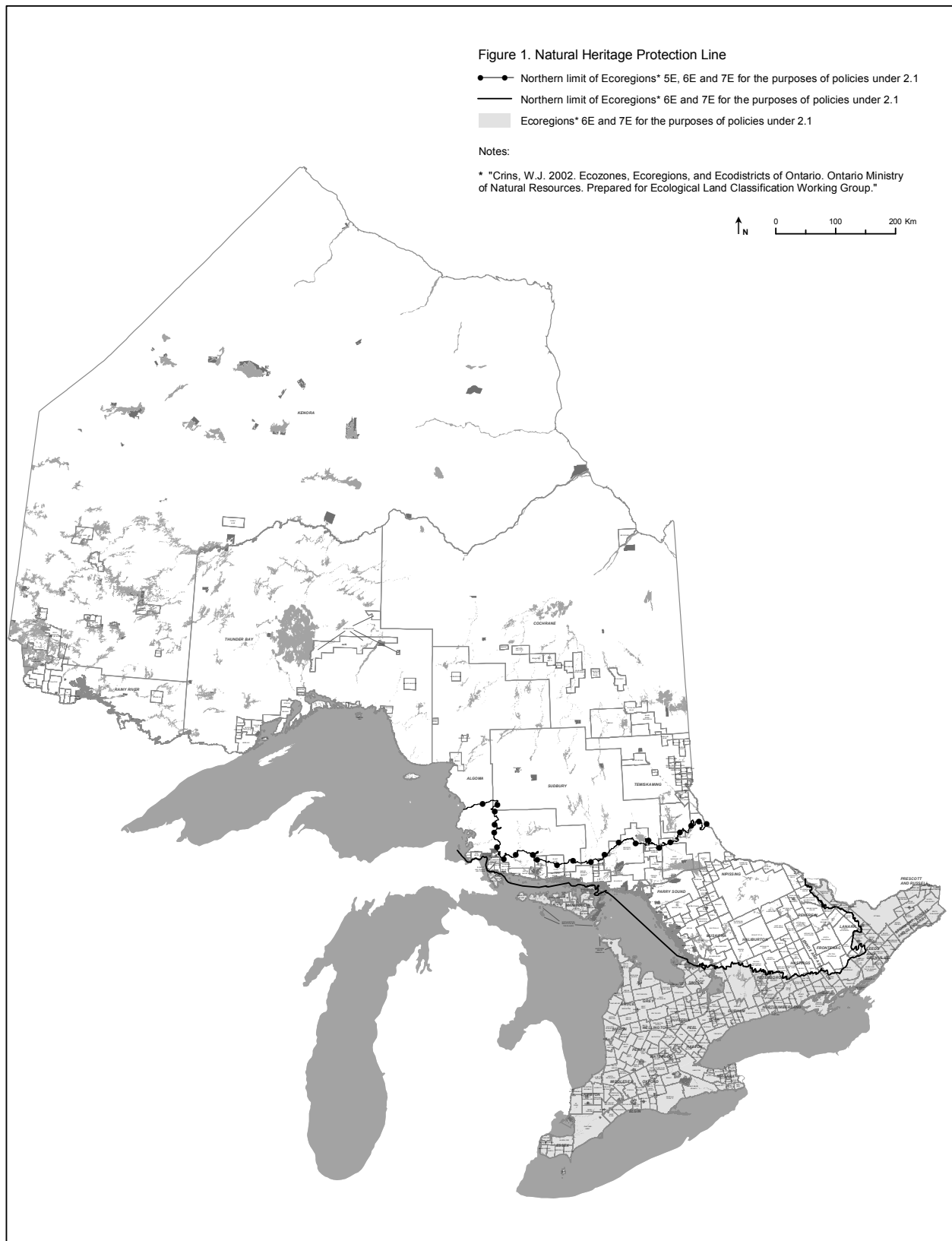
- 4.7 In addition to land use approvals under the *Planning Act*, *infrastructure* may also require approval under other legislation and regulations. An environmental assessment process may be required for new *infrastructure* and modifications to existing *infrastructure* under applicable legislation.

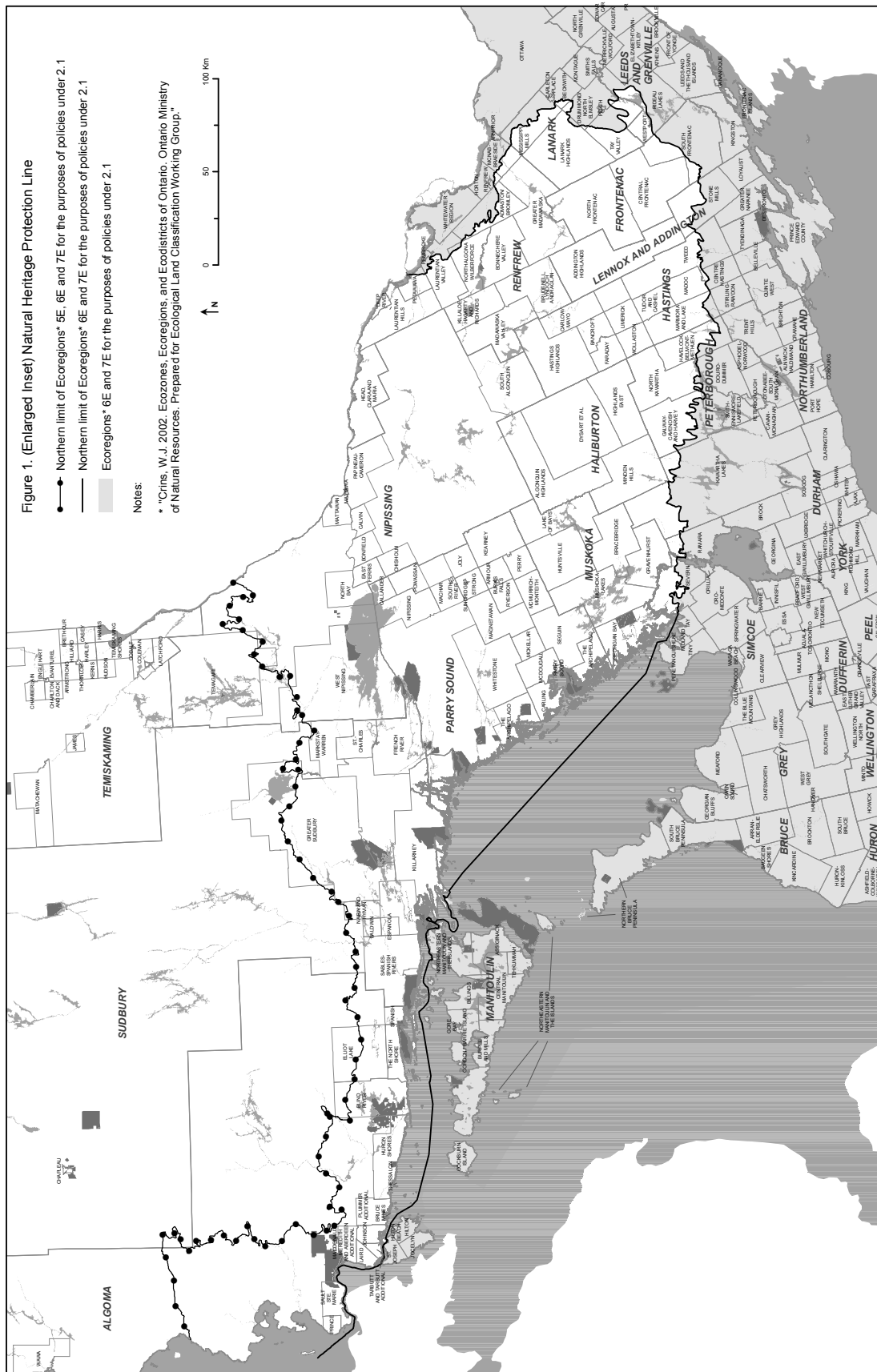
Wherever possible and practical, approvals under the *Planning Act* and other legislation or regulations should be integrated provided the intent and requirements of both processes are met.

- 4.8 The Province, in consultation with municipalities, Indigenous communities, other public bodies and stakeholders shall identify performance indicators for measuring the effectiveness of some or all of the policies. The Province shall monitor their implementation, including reviewing performance indicators concurrent with any review of this Provincial Policy Statement.

- 4.9 Municipalities are encouraged to monitor and report on the implementation of the policies in their official plans, in accordance with any reporting requirements, data standards and any other guidelines that may be issued by the Minister.

5.0 Figure 1 Natural Heritage Protection Line





6.0 Definitions

Access standards: means methods or procedures to ensure safe vehicular and pedestrian movement, and access for the maintenance and repair of protection works, during times of *flooding hazards, erosion hazards and/or other water-related hazards*.

Active transportation: means human-powered travel, including but not limited to, walking, cycling, inline skating and travel with the use of mobility aids, including motorized wheelchairs and other power-assisted devices moving at a comparable speed.

Adjacent lands: means

- a) for the purposes of policy 1.6.8.3, those lands contiguous to existing or planned corridors and transportation facilities where *development* would have a negative impact on the corridor or facility. The extent of the *adjacent lands* may be recommended in guidelines developed by the Province or based on municipal approaches that achieve the same objectives;
- b) for the purposes of policy 2.1.8, those lands contiguous to a specific *natural heritage feature or area* where it is likely that *development or site alteration* would have a *negative impact* on the feature or area. The extent of the *adjacent lands* may be recommended by the Province or based on municipal approaches which achieve the same objectives;
- c) for the purposes of policies 2.4.2.2 and 2.5.2.5, those lands contiguous to lands on the surface of known *petroleum resources, mineral deposits, or deposits of mineral aggregate resources* where it is likely that *development* would constrain future access to the resources. The extent of the *adjacent lands* may be recommended by the Province; and
- d) for the purposes of policy 2.6.3, those lands contiguous to a *protected heritage property* or as otherwise defined in the municipal official plan.

Adverse effects: as defined in the *Environmental Protection Act*, means one or more of:

- a) impairment of the quality of the natural environment for any use that can be made of it;
- b) injury or damage to property or plant or animal life;
- c) harm or material discomfort to any person;
- d) an adverse effect on the health of any person;
- e) impairment of the safety of any person;
- f) rendering any property or plant or animal life unfit for human use;
- g) loss of enjoyment of normal use of property; and
- h) interference with normal conduct of business.

Affordable: means

- a) in the case of ownership housing, the least expensive of:
 1. housing for which the purchase price results in annual accommodation costs which do not exceed 30 percent of gross annual household income for *low and moderate income households*; or
 2. housing for which the purchase price is at least 10 percent below the average purchase price of a resale unit in the *regional market area*;
- b) in the case of rental housing, the least expensive of:
 1. a unit for which the rent does not exceed 30 percent of gross annual household income for *low and moderate income households*; or
 2. a unit for which the rent is at or below the average market rent of a unit in the *regional market area*.

Agricultural condition: means

- a) in regard to *specialty crop areas*, a condition in which substantially the same areas and same average soil capability for agriculture are restored, the same range and productivity of specialty crops common in the area can be achieved, and, where

applicable, the microclimate on which the site and surrounding area may be dependent for specialty crop production will be maintained or restored; and

- b) in regard to *prime agricultural land* outside of *specialty crop areas*, a condition in which substantially the same areas and same average soil capability for agriculture are restored.

Agricultural System: A system comprised of a group of inter-connected elements that collectively create a viable, thriving agricultural sector. It has two components:

- a) An agricultural land base comprised of *prime agricultural areas*, including *specialty crop areas*, and *rural lands* that together create a continuous productive land base for agriculture; and
- b) An *agri-food network* which includes *infrastructure*, services, and assets important to the viability of the agri-food sector.

Agricultural uses: means the growing of crops, including nursery, biomass, and horticultural crops; raising of livestock; raising of other animals for food, fur or fibre, including poultry and fish; aquaculture; apiaries; agro-forestry; maple syrup production; and associated on-farm buildings and structures, including, but not limited to livestock facilities, manure storages, value-retaining facilities, and accommodation for full-time farm labour when the size and nature of the operation requires additional employment.

Agri-food network: Within the *agricultural system*, a network that includes elements important to the viability of the agri-food sector such as regional *infrastructure* and transportation networks; on-farm buildings and infrastructure; agricultural services, farm markets, distributors, and primary processing; and vibrant, agriculture-supportive communities.

Agri-tourism uses: means those farm-related tourism uses, including limited accommodation such as a bed and breakfast, that promote the enjoyment, education or activities related to the farm operation.

Agriculture-related uses: means those farm-related commercial and farm-related industrial uses that are directly related to farm operations in the area, support agriculture, benefit from being in close proximity to farm operations, and provide direct products and/or services to farm operations as a primary activity.

Airports: means all Ontario airports, including designated lands for future airports, with Noise Exposure Forecast (NEF)/Noise Exposure Projection (NEP) mapping.

Alternative energy system: means a system that uses sources of energy or energy conversion processes to produce power, heat and/or cooling that significantly reduces the amount of harmful emissions to the environment (air, earth and water) when compared to conventional energy systems.

Archaeological resources: includes artifacts, archaeological sites, marine archaeological sites, as defined under the *Ontario Heritage Act*. The identification and evaluation of such resources are based upon archaeological fieldwork undertaken in accordance with the *Ontario Heritage Act*.

Areas of archaeological potential: means areas with the likelihood to contain *archaeological resources*. Criteria to identify archaeological potential are established by the Province. The *Ontario Heritage Act* requires archaeological potential to be confirmed by a licensed archaeologist.

Areas of mineral potential: means areas favourable to the discovery of *mineral deposits* due to geology, the presence of known *mineral deposits* or other technical evidence.

Areas of natural and scientific interest (ANSI): means areas of land and water containing natural landscapes or features that have been identified as having life science or earth science values related to protection, scientific study or education.

Brownfield sites: means undeveloped or previously developed properties that may be

contaminated. They are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict or vacant.

Built heritage resource: means a building, structure, monument, installation or any manufactured or constructed part or remnant that contributes to a property's cultural heritage value or interest as identified by a community, including an Indigenous community. *Built heritage resources* are located on property that may be designated under Parts IV or V of the *Ontario Heritage Act*, or that may be included on local, provincial, federal and/or international registers.

Coastal wetland: means

- a) any *wetland* that is located on one of the Great Lakes or their connecting channels (Lake St. Clair, St. Marys, St. Clair, Detroit, Niagara and St. Lawrence Rivers); or
- b) any other *wetland* that is on a tributary to any of the above-specified water bodies and lies, either wholly or in part, downstream of a line located 2 kilometres upstream of the 1:100 year floodline (plus wave run-up) of the large water body to which the tributary is connected.

Comprehensive rehabilitation: means rehabilitation of land from which *mineral aggregate resources* have been extracted that is coordinated and complementary, to the extent possible, with the rehabilitation of other sites in an area where there is a high concentration of *mineral aggregate operations*.

Comprehensive review: means

- a) for the purposes of policies 1.1.3.8, 1.1.3.9 and 1.3.2.4, an official plan review which is initiated by a planning authority, or an official plan amendment which is initiated or adopted by a planning authority, which:
 1. is based on a review of population and employment projections and which reflect projections and allocations by upper-tier municipalities and *provincial plans*, where applicable; considers alternative directions for growth or development; and determines how best

to accommodate the development while protecting provincial interests;

2. utilizes opportunities to accommodate projected growth or development through *intensification* and *redevelopment*; and considers physical constraints to accommodating the proposed development within existing *settlement area* boundaries;
3. is integrated with planning for *infrastructure* and *public service facilities*, and considers financial viability over the life cycle of these assets, which may be demonstrated through asset management planning;
4. confirms sufficient water quality, quantity and assimilative capacity of receiving water are available to accommodate the proposed development;
5. confirms that sewage and water services can be provided in accordance with policy 1.6.6; and
6. considers cross-jurisdictional issues.
- b) for the purposes of policy 1.1.6, means a review undertaken by a planning authority or comparable body which:
 1. addresses long-term population projections, *infrastructure* requirements and related matters;
 2. confirms that the lands to be developed do not comprise *specialty crop areas* in accordance with policy 2.3.2; and
 3. considers cross-jurisdictional issues.

In undertaking a *comprehensive review* the level of detail of the assessment should correspond with the complexity and scale of the settlement boundary or development proposal.

Conserved: means the identification, protection, management and use of *built heritage resources*, *cultural heritage landscapes* and *archaeological resources* in a manner that ensures their cultural heritage value or interest is retained. This may be achieved by the implementation of recommendations set out in a conservation plan, archaeological assessment, and/or heritage impact assessment that has been approved, accepted or adopted by the relevant planning authority and/or decision-

maker. Mitigative measures and/or alternative development approaches can be included in these plans and assessments.

Cultural heritage landscape: means a defined geographical area that may have been modified by human activity and is identified as having cultural heritage value or interest by a community, including an Indigenous community. The area may include features such as buildings, structures, spaces, views, archaeological sites or natural elements that are valued together for their interrelationship, meaning or association. *Cultural heritage landscapes* may be properties that have been determined to have cultural heritage value or interest under the *Ontario Heritage Act*, or have been included on federal and/or international registers, and/or protected through official plan, zoning by-law, or other land use planning mechanisms.

Defined portions of the flooding hazard along connecting channels: means those areas which are critical to the conveyance of the flows associated with the *one hundred year flood level* along the St. Marys, St. Clair, Detroit, Niagara and St. Lawrence Rivers, where *development or site alteration* will create *flooding hazards*, cause updrift and/or downdrift impacts and/or cause adverse environmental impacts.

Deposits of mineral aggregate resources: means an area of identified *mineral aggregate resources*, as delineated in Aggregate Resource Inventory Papers or comprehensive studies prepared using evaluation procedures established by the Province for surficial and bedrock resources, as amended from time to time, that has a sufficient quantity and quality to warrant present or future extraction.

Designated and available: means lands designated in the official plan for urban residential use. For municipalities where more detailed official plan policies (e.g. secondary plans) are required before development applications can be considered for approval, only lands that have commenced the more detailed planning process are considered to be

designated and available for the purposes of this definition.

Designated growth areas: means lands within *settlement areas* designated in an official plan for growth over the long-term planning horizon provided in policy 1.1.2, but which have not yet been fully developed. *Designated growth areas* include lands which are *designated and available* for residential growth in accordance with policy 1.4.1(a), as well as lands required for employment and other uses.

Designated vulnerable area: means areas defined as vulnerable, in accordance with provincial standards, by virtue of their importance as a drinking water source.

Development: means the creation of a new lot, a change in land use, or the construction of buildings and structures requiring approval under the *Planning Act*, but does not include:

- a) activities that create or maintain *infrastructure* authorized under an environmental assessment process;
- b) works subject to the *Drainage Act*; or
- c) for the purposes of policy 2.1.4(a), underground or surface mining of *minerals* or advanced exploration on mining lands in *significant areas of mineral potential* in Ecoregion 5E, where advanced exploration has the same meaning as under the *Mining Act*. Instead, those matters shall be subject to policy 2.1.5(a).

Dynamic beach hazard: means areas of inherently unstable accumulations of shoreline sediments along the *Great Lakes - St. Lawrence River System* and *large inland lakes*, as identified by provincial standards, as amended from time to time. The *dynamic beach hazard* limit consists of the *flooding hazard* limit plus a dynamic beach allowance.

Ecological function: means the natural processes, products or services that living and non-living environments provide or perform within or between species, ecosystems and landscapes. These may include biological, physical and socio-economic interactions.

Employment area: means those areas designated in an official plan for clusters of business and economic activities including, but not limited to, manufacturing, warehousing, offices, and associated retail and ancillary facilities.

Endangered species: means a species that is classified as “Endangered Species” on the Species at Risk in Ontario List, as updated and amended from time to time.

Erosion hazard: means the loss of land, due to human or natural processes, that poses a threat to life and property. The *erosion hazard* limit is determined using considerations that include the 100 year erosion rate (the average annual rate of recession extended over a one hundred year time span), an allowance for slope stability, and an erosion/erosion access allowance.

Essential emergency service: means services which would be impaired during an emergency as a result of flooding, the failure of floodproofing measures and/or protection works, and/or erosion.

Fish: means fish, which as defined in the *Fisheries Act*, includes fish, shellfish, crustaceans, and marine animals, at all stages of their life cycles.

Fish habitat: as defined in the *Fisheries Act*, means spawning grounds and any other areas, including nursery, rearing, food supply, and migration areas on which *fish* depend directly or indirectly in order to carry out their life processes.

Flood fringe: for *river, stream and small inland lake systems*, means the outer portion of the *flood plain* between the *floodway* and the *flooding hazard* limit. Depths and velocities of flooding are generally less severe in the flood fringe than those experienced in the *floodway*.

Flood plain: for *river, stream and small inland lake systems*, means the area, usually low lands adjoining a watercourse, which has been or may be subject to *flooding hazards*.

Flooding hazard: means the inundation, under the conditions specified below, of areas adjacent to a shoreline or a river or stream system and not ordinarily covered by water:

- a) along the shorelines of the *Great Lakes - St. Lawrence River System* and *large inland lakes*, the *flooding hazard* limit is based on the *one hundred year flood level* plus an allowance for *wave uprush* and *other water-related hazards*;
- b) along *river, stream and small inland lake systems*, the *flooding hazard* limit is the greater of:
 1. the flood resulting from the rainfall actually experienced during a major storm such as the Hurricane Hazel storm (1954) or the Timmins storm (1961), transposed over a specific watershed and combined with the local conditions, where evidence suggests that the storm event could have potentially occurred over watersheds in the general area;
 2. the *one hundred year flood*; and
 3. a flood which is greater than 1. or 2. which was actually experienced in a particular watershed or portion thereof as a result of ice jams and which has been approved as the standard for that specific area by the Minister of Natural Resources and Forestry;

except where the use of the *one hundred year flood* or the actually experienced event has been approved by the Minister of Natural Resources and Forestry as the standard for a specific watershed (where the past history of flooding supports the lowering of the standard).

Floodproofing standard: means the combination of measures incorporated into the basic design and/or construction of buildings, structures, or properties to reduce or eliminate *flooding hazards*, *wave uprush* and *other water-related hazards* along the shorelines of the *Great Lakes - St. Lawrence River System* and *large inland lakes*, and *flooding hazards* along *river, stream and small inland lake systems*.

Floodway: for *river, stream and small inland lake systems*, means the portion of the *flood*

plain where *development* and *site alteration* would cause a danger to public health and safety or property damage.

Where the one zone concept is applied, the *floodway* is the entire contiguous *flood plain*.

Where the *two zone concept* is applied, the *floodway* is the contiguous inner portion of the *flood plain*, representing that area required for the safe passage of flood flow and/or that area where flood depths and/or velocities are considered to be such that they pose a potential threat to life and/or property damage. Where the *two zone concept* applies, the outer portion of the *flood plain* is called the *flood fringe*.

Freight-supportive: in regard to land use patterns, means transportation systems and facilities that facilitate the movement of goods. This includes policies or programs intended to support efficient freight movement through the planning, design and operation of land use and transportation systems. Approaches may be recommended in guidelines developed by the Province or based on municipal approaches that achieve the same objectives.

Great Lakes - St. Lawrence River System: means the major water system consisting of Lakes Superior, Huron, St. Clair, Erie and Ontario and their connecting channels, and the St. Lawrence River within the boundaries of the Province of Ontario.

Green infrastructure: means natural and human-made elements that provide ecological and hydrological functions and processes. *Green infrastructure* can include components such as natural heritage features and systems, parklands, stormwater management systems, street trees, urban forests, natural channels, permeable surfaces, and green roofs.

Ground water feature: means water-related features in the earth's subsurface, including recharge/discharge areas, water tables, aquifers and unsaturated zones that can be defined by surface and subsurface hydrogeologic investigations.

Habitat of endangered species and threatened species: means habitat within the meaning of Section 2 of the *Endangered Species Act, 2007*.

Hazardous forest types for wildland fire: means forest types assessed as being associated with the risk of high to extreme wildland fire using risk assessment tools established by the Ontario Ministry of Natural Resources and Forestry, as amended from time to time.

Hazardous lands: means property or lands that could be unsafe for development due to naturally occurring processes. Along the shorelines of the *Great Lakes - St. Lawrence River System*, this means the land, including that covered by water, between the international boundary, where applicable, and the furthest landward limit of the *flooding hazard, erosion hazard or dynamic beach hazard* limits. Along the shorelines of *large inland lakes*, this means the land, including that covered by water, between a defined offshore distance or depth and the furthest landward limit of the *flooding hazard, erosion hazard or dynamic beach hazard* limits. Along *river, stream and small inland lake systems*, this means the land, including that covered by water, to the furthest landward limit of the *flooding hazard or erosion hazard* limits.

Hazardous sites: means property or lands that could be unsafe for *development* and *site alteration* due to naturally occurring hazards. These may include unstable soils (sensitive marine clays [leda], organic soils) or unstable bedrock (karst topography).

Hazardous substances: means substances which, individually, or in combination with other substances, are normally considered to pose a danger to public health, safety and the environment. These substances generally include a wide array of materials that are toxic, ignitable, corrosive, reactive, radioactive or pathological.

Heritage attributes: means the principal features or elements that contribute to a *protected heritage property's* cultural heritage value or interest, and may include the

property's built, constructed, or manufactured elements, as well as natural landforms, vegetation, water features, and its visual setting (e.g. significant views or vistas to or from a *protected heritage property*).

High quality: means primary and secondary sand and gravel resources and bedrock resources as defined in the Aggregate Resource Inventory Papers (ARIP).

Housing options: means a range of housing types such as, but not limited to single-detached, semi-detached, rowhouses, townhouses, stacked townhouses, multiplexes, additional residential units, tiny homes, multi-residential buildings. The term can also refer to a variety of housing arrangements and forms such as, but not limited to life lease housing, co-ownership housing, co-operative housing, community land trusts, land lease community homes, *affordable* housing, housing for people with *special needs*, and housing related to employment, institutional or educational uses.

Hydrologic function: means the functions of the hydrological cycle that include the occurrence, circulation, distribution and chemical and physical properties of water on the surface of the land, in the soil and underlying rocks, and in the atmosphere, and water's interaction with the environment including its relation to living things.

Impacts of a changing climate: means the present and future consequences from changes in weather patterns at local and regional levels including extreme weather events and increased climate variability.

Individual on-site sewage services: means sewage systems, as defined in O. Reg. 332/12 under the *Building Code Act, 1992*, that are owned, operated and managed by the owner of the property upon which the system is located.

Individual on-site water services: means individual, autonomous water supply systems that are owned, operated and managed by the owner of the property upon which the system is located.

Infrastructure: means physical structures (facilities and corridors) that form the foundation for development. *Infrastructure* includes: sewage and water systems, septage treatment systems, stormwater management systems, waste management systems, electricity generation facilities, electricity transmission and distribution systems, communications/telecommunications, transit and transportation corridors and facilities, oil and gas pipelines and associated facilities.

Institutional use: for the purposes of policy 3.1.5, means land uses where there is a threat to the safe evacuation of vulnerable populations such as older persons, persons with disabilities, and those who are sick or young, during an emergency as a result of flooding, failure of floodproofing measures or protection works, or erosion.

Intensification: means the development of a property, site or area at a higher density than currently exists through:

- a) *redevelopment*, including the reuse of *brownfield sites*;
- b) the development of vacant and/or underutilized lots within previously developed areas;
- c) infill development; and
- d) the expansion or conversion of existing buildings.

Large inland lakes: means those waterbodies having a surface area of equal to or greater than 100 square kilometres where there is not a measurable or predictable response to a single runoff event.

Legal or technical reasons: means severances for purposes such as easements, corrections of deeds, quit claims, and minor boundary adjustments, which do not result in the creation of a new lot.

Low and moderate income households: means

- a) in the case of ownership housing, households with incomes in the lowest 60 percent of the income distribution for the *regional market area*; or

- b) in the case of rental housing, households with incomes in the lowest 60 percent of the income distribution for renter households for the *regional market area*.

Major facilities: means facilities which may require separation from *sensitive land uses*, including but not limited to airports, manufacturing uses, transportation infrastructure and corridors, *rail facilities*, *marine facilities*, sewage treatment facilities, *waste management systems*, oil and gas pipelines, industries, energy generation facilities and transmission systems, and resource extraction activities.

Major goods movement facilities and corridors: means transportation facilities and corridors associated with the inter- and intra-provincial movement of goods. Examples include: inter-modal facilities, ports, *airports*, *rail facilities*, truck terminals, freight corridors, freight facilities, and haul routes and primary transportation corridors used for the movement of goods. Approaches that are *freight-supportive* may be recommended in guidelines developed by the Province or based on municipal approaches that achieve the same objectives.

Marine facilities: means ferries, harbours, ports, ferry terminals, canals and associated uses, including designated lands for future *marine facilities*.

Mine hazard: means any feature of a mine as defined under the *Mining Act*, or any related disturbance of the ground that has not been rehabilitated.

Minerals: means metallic minerals and non-metallic minerals as herein defined, but does not include *mineral aggregate resources* or *petroleum resources*.

Metallic minerals means those minerals from which metals (e.g. copper, nickel, gold) are derived.

Non-metallic minerals means those minerals that are of value for intrinsic properties of the

minerals themselves and not as a source of metal. They are generally synonymous with industrial minerals (e.g. asbestos, graphite, kyanite, mica, nepheline syenite, salt, talc, and wollastonite).

Mineral aggregate operation: means

- a) lands under license or permit, other than for *wayside pits and quarries*, issued in accordance with the *Aggregate Resources Act*;
- b) for lands not designated under the *Aggregate Resources Act*, established pits and quarries that are not in contravention of municipal zoning by-laws and including adjacent land under agreement with or owned by the operator, to permit continuation of the operation; and
- c) associated facilities used in extraction, transport, beneficiation, processing or recycling of *mineral aggregate resources* and derived products such as asphalt and concrete, or the production of secondary related products.

Mineral aggregate resources: means gravel, sand, clay, earth, shale, stone, limestone, dolostone, sandstone, marble, granite, rock or other material prescribed under the *Aggregate Resources Act* suitable for construction, industrial, manufacturing and maintenance purposes but does not include metallic ores, asbestos, graphite, kyanite, mica, nepheline syenite, salt, talc, wollastonite, mine tailings or other material prescribed under the *Mining Act*.

Mineral aggregate resource conservation: means

- a) the recovery and recycling of manufactured materials derived from mineral aggregates (e.g. glass, porcelain, brick, concrete, asphalt, slag, etc.), for re-use in construction, manufacturing, industrial or maintenance projects as a substitute for new mineral aggregates; and
- b) the wise use of mineral aggregates including utilization or extraction of on-site *mineral aggregate resources* prior to development occurring.

Mineral deposits: means areas of identified *minerals* that have sufficient quantity and quality based on specific geological evidence to warrant present or future extraction.

Mineral mining operation: means mining operations and associated facilities, or, past producing mines with remaining mineral development potential that have not been permanently rehabilitated to another use.

Minimum distance separation formulae: means formulae and guidelines developed by the Province, as amended from time to time, to separate uses so as to reduce incompatibility concerns about odour from livestock facilities.

Multimodal transportation system: means a transportation system which may include several forms of transportation such as automobiles, walking, trucks, cycling, buses, rapid transit, rail (such as commuter and freight), air and marine.

Municipal sewage services: means a sewage works within the meaning of section 1 of the *Ontario Water Resources Act* that is owned or operated by a municipality, including centralized and decentralized systems.

Municipal water services: means a municipal drinking-water system within the meaning of section 2 of the *Safe Drinking Water Act, 2002*, including centralized and decentralized systems.

Natural heritage features and areas: means features and areas, including *significant wetlands, significant coastal wetlands, other coastal wetlands* in Ecoregions 5E, 6E and 7E, *fish habitat, significant woodlands* and *significant valleylands* in Ecoregions 6E and 7E (excluding islands in Lake Huron and the St. Marys River), *habitat of endangered species and threatened species, significant wildlife habitat*, and *significant areas of natural and scientific interest*, which are important for their environmental and social values as a legacy of the natural landscapes of an area.

Natural heritage system: means a system made up of *natural heritage features and areas*,

and linkages intended to provide connectivity (at the regional or site level) and support natural processes which are necessary to maintain biological and geological diversity, natural functions, viable populations of indigenous species, and ecosystems. These systems can include *natural heritage features and areas*, federal and provincial parks and conservation reserves, other natural heritage features, lands that have been restored or have the potential to be restored to a natural state, areas that support hydrologic functions, and working landscapes that enable ecological functions to continue. The Province has a recommended approach for identifying *natural heritage systems*, but municipal approaches that achieve or exceed the same objective may also be used.

Negative impacts: means

- a) in regard to policy 1.6.6.4 and 1.6.6.5, potential risks to human health and safety and degradation to the *quality and quantity of water, sensitive surface water features and sensitive ground water features*, and their related *hydrologic functions*, due to single, multiple or successive *development*. *Negative impacts* should be assessed through environmental studies including hydrogeological or water quality impact assessments, in accordance with provincial standards;
- b) in regard to policy 2.2, degradation to the *quality and quantity of water, sensitive surface water features and sensitive ground water features*, and their related *hydrologic functions*, due to single, multiple or successive *development* or *site alteration* activities;
- c) in regard to *fish habitat*, any permanent alteration to, or destruction of *fish habitat*, except where, in conjunction with the appropriate authorities, it has been authorized under the *Fisheries Act*; and
- d) in regard to other *natural heritage features and areas*, degradation that threatens the health and integrity of the natural features or *ecological functions* for which an area is identified due to single, multiple or successive *development* or *site alteration* activities.

Normal farm practices: means a practice, as defined in the *Farming and Food Production Protection Act, 1998*, that is conducted in a manner consistent with proper and acceptable customs and standards as established and followed by similar agricultural operations under similar circumstances; or makes use of innovative technology in a manner consistent with proper advanced farm management practices. Normal farm practices shall be consistent with the *Nutrient Management Act, 2002* and regulations made under that Act.

Oil, gas and salt hazards: means any feature of a well or work as defined under the *Oil, Gas and Salt Resources Act*, or any related disturbance of the ground that has not been rehabilitated.

On-farm diversified uses: means uses that are secondary to the principal agricultural use of the property, and are limited in area. *On-farm diversified uses* include, but are not limited to, home occupations, home industries, *agri-tourism uses*, and uses that produce value-added agricultural products. Ground-mounted solar facilities are permitted in *prime agricultural areas*, including *specialty crop areas*, only as *on-farm diversified uses*.

One hundred year flood: for *river, stream and small inland lake systems*, means that flood, based on an analysis of precipitation, snow melt, or a combination thereof, having a return period of 100 years on average, or having a 1% chance of occurring or being exceeded in any given year.

One hundred year flood level: means

- a) for the shorelines of the Great Lakes, the peak instantaneous stillwater level, resulting from combinations of mean monthly lake levels and wind setups, which has a 1% chance of being equalled or exceeded in any given year;
- b) in the connecting channels (St. Marys, St. Clair, Detroit, Niagara and St. Lawrence Rivers), the peak instantaneous stillwater level which has a 1% chance of being equalled or exceeded in any given year; and
- c) for large inland lakes, lake levels and wind setups that have a 1% chance of being

equalled or exceeded in any given year, except that, where sufficient water level records do not exist, the one hundred year flood level is based on the highest known water level and wind setups.

Other water-related hazards: means water-associated phenomena other than *flooding hazards* and *wave uprush* which act on shorelines. This includes, but is not limited to ship-generated waves, ice piling and ice jamming.

Partial services: means

- a) *municipal sewage services* or *private communal sewage services* combined with *individual on-site water services*; or
- b) *municipal water services* or *private communal water services* combined with *individual on-site sewage services*.

Petroleum resource operations: means oil, gas and salt wells and associated facilities and other drilling operations, oil field fluid disposal wells and associated facilities, and wells and facilities for the underground storage of natural gas and other hydrocarbons.

Petroleum resources: means oil, gas, and salt (extracted by solution mining method) and formation water resources which have been identified through exploration and verified by preliminary drilling or other forms of investigation. This may include sites of former operations where resources are still present or former sites that may be converted to underground storage for natural gas or other hydrocarbons.

Planned corridors: means corridors or future corridors which are required to meet projected needs, and are identified through *provincial plans*, preferred alignment(s) determined through the *Environmental Assessment Act* process, or identified through planning studies where the Ontario Ministry of Transportation, Metrolinx, Ontario Ministry of Energy, Northern Development and Mines or Independent Electricity System Operator (IESO) or any successor to those ministries or entities is actively pursuing the identification of a corridor.

Approaches for the protection of *planned corridors* may be recommended in guidelines developed by the Province.

Portable asphalt plant: means a facility

- a) with equipment designed to heat and dry aggregate and to mix aggregate with bituminous asphalt to produce asphalt paving material, and includes stockpiling and storage of bulk materials used in the process; and
- b) which is not of permanent construction, but which is to be dismantled at the completion of the construction project.

Portable concrete plant: means a building or structure

- a) with equipment designed to mix cementing materials, aggregate, water and admixtures to produce concrete, and includes stockpiling and storage of bulk materials used in the process; and
- b) which is not of permanent construction, but which is designed to be dismantled at the completion of the construction project.

Prime agricultural area: means areas where *prime agricultural lands* predominate. This includes areas of *prime agricultural lands* and associated Canada Land Inventory Class 4 through 7 lands, and additional areas where there is a local concentration of farms which exhibit characteristics of ongoing agriculture. *Prime agricultural areas* may be identified by the Ontario Ministry of Agriculture and Food using guidelines developed by the Province as amended from time to time. A *prime agricultural area* may also be identified through an alternative agricultural land evaluation system approved by the Province.

Prime agricultural land: means *specialty crop areas* and/or Canada Land Inventory Class 1, 2, and 3 lands, as amended from time to time, in this order of priority for protection.

Private communal sewage services: means a sewage works within the meaning of section 1 of the *Ontario Water Resources Act* that serves six or more lots or private residences and is not owned by a municipality.

Private communal water services: means a non-municipal drinking-water system within the meaning of section 2 of the *Safe Drinking Water Act, 2002* that serves six or more lots or private residences.

Protected heritage property: means property designated under Parts IV, V or VI of the *Ontario Heritage Act*; property subject to a heritage conservation easement under Parts II or IV of the *Ontario Heritage Act*; property identified by the Province and prescribed public bodies as provincial heritage property under the Standards and Guidelines for Conservation of Provincial Heritage Properties; property protected under federal legislation, and UNESCO World Heritage Sites.

Protection works standards: means the combination of non-structural or structural works and allowances for slope stability and flooding/erosion to reduce the damage caused by *flooding hazards*, *erosion hazards* and *other water-related hazards*, and to allow access for their maintenance and repair.

Provincial and federal requirements: means

- a) in regard to policy 2.1.6, legislation and policies administered by the federal or provincial governments for the purpose of fisheries protection (including *fish* and *fish habitat*), and related, scientifically established standards such as water quality criteria for protecting lake trout populations; and
- b) in regard to policy 2.1.7, legislation and policies administered by the provincial government or federal government, where applicable, for the purpose of protecting species at risk and their habitat.

Provincial plan: means a provincial plan within the meaning of section 1 of the *Planning Act*.

Public service facilities: means land, buildings and structures for the provision of programs and services provided or subsidized by a government or other body, such as social assistance, recreation, police and fire protection, health and educational programs, long-term care services, and cultural services.

Public service facilities do not include *infrastructure*.

Quality and quantity of water: is measured by indicators associated with hydrologic function such as minimum base flow, depth to water table, aquifer pressure, oxygen levels, suspended solids, temperature, bacteria, nutrients and hazardous contaminants, and hydrologic regime.

Rail facilities: means rail corridors, rail sidings, train stations, inter-modal facilities, rail yards and associated uses, including designated lands for future *rail facilities*.

Recreation: means leisure time activity undertaken in built or natural settings for purposes of physical activity, health benefits, sport participation and skill development, personal enjoyment, positive social interaction and the achievement of human potential.

Redevelopment: means the creation of new units, uses or lots on previously developed land in existing communities, including *brownfield sites*.

Regional market area: refers to an area that has a high degree of social and economic interaction. The upper or single-tier municipality, or planning area, will normally serve as the *regional market area*. However, where a *regional market area* extends significantly beyond these boundaries, then the *regional market area* may be based on the larger market area. Where *regional market areas* are very large and sparsely populated, a smaller area, if defined in an official plan, may be utilized.

Renewable energy source: means an energy source that is renewed by natural processes and includes wind, water, biomass, biogas, biofuel, solar energy, geothermal energy and tidal forces.

Renewable energy system: means a system that generates electricity, heat and/or cooling from a *renewable energy source*.

Reserve sewage system capacity: means design or planned capacity in a centralized waste water treatment facility which is not yet committed to existing or approved development. For the purposes of policy 1.6.6.6, reserve capacity for *private communal sewage services* and *individual on-site sewage services* is considered sufficient if the hauled sewage from the development can be treated and land-applied on agricultural land under the *Nutrient Management Act*, or disposed of at sites approved under the *Environmental Protection Act* or the *Ontario Water Resources Act*, but not by land-applying untreated, hauled sewage.

Reserve water system capacity: means design or planned capacity in a centralized water treatment facility which is not yet committed to existing or approved development.

Residence surplus to a farming operation: means an existing habitable farm residence that is rendered surplus as a result of farm consolidation (the acquisition of additional farm parcels to be operated as one farm operation).

Residential intensification: means intensification of a property, site or area which results in a net increase in residential units or accommodation and includes:

- redemption, including the redevelopment of *brownfield sites*;
- the development of vacant or underutilized lots within previously developed areas;
- infill development;
- development and introduction of new *housing options* within previously developed areas;
- the conversion or expansion of existing industrial, commercial and institutional buildings for residential use; and
- the conversion or expansion of existing residential buildings to create new residential units or accommodation, including accessory apartments, additional residential units, rooming houses, and other *housing options*.

River, stream and small inland lake systems: means all watercourses, rivers, streams, and

small inland lakes or waterbodies that have a measurable or predictable response to a single runoff event.

Rural areas: means a system of lands within municipalities that may include rural *settlement areas*, *rural lands*, *prime agricultural areas*, natural heritage features and areas, and resource areas.

Rural lands: means lands which are located outside *settlement areas* and which are outside *prime agricultural areas*.

Sensitive: in regard to *surface water features* and *ground water features*, means areas that are particularly susceptible to impacts from activities or events including, but not limited to, water withdrawals, and additions of pollutants.

Sensitive land uses: means buildings, amenity areas, or outdoor spaces where routine or normal activities occurring at reasonably expected times would experience one or more *adverse effects* from contaminant discharges generated by a nearby *major facility*. *Sensitive land uses* may be a part of the natural or built environment. Examples may include, but are not limited to: residences, day care centres, and educational and health facilities.

Settlement areas: means urban areas and rural settlement areas within municipalities (such as cities, towns, villages and hamlets) that are:

- a) built-up areas where development is concentrated and which have a mix of land uses; and
- b) lands which have been designated in an official plan for development over the long-term planning horizon provided for in policy 1.1.2. In cases where land in *designated growth areas* is not available, the *settlement area* may be no larger than the area where development is concentrated.

Sewage and water services: includes *municipal sewage services* and *municipal water services*, *private communal sewage services* and *private communal water services*, *individual on-site sewage services* and *individual on-site water services*, and *partial services*.

Significant: means

- a) in regard to *wetlands*, *coastal wetlands* and *areas of natural and scientific interest*, an area identified as provincially significant by the Ontario Ministry of Natural Resources and Forestry using evaluation procedures established by the Province, as amended from time to time;
- b) in regard to *woodlands*, an area which is ecologically important in terms of features such as species composition, age of trees and stand history; functionally important due to its contribution to the broader landscape because of its location, size or due to the amount of forest cover in the planning area; or economically important due to site quality, species composition, or past management history. These are to be identified using criteria established by the Ontario Ministry of Natural Resources and Forestry;
- c) in regard to other features and areas in policy 2.1, ecologically important in terms of features, functions, representation or amount, and contributing to the quality and diversity of an identifiable geographic area or *natural heritage system*;
- d) in regard to *mineral* potential, an area identified as provincially significant through evaluation procedures developed by the Province, as amended from time to time, such as the Provincially Significant Mineral Potential Index; and
- e) in regard to cultural heritage and archaeology, resources that have been determined to have cultural heritage value or interest. Processes and criteria for determining cultural heritage value or interest are established by the Province under the authority of the *Ontario Heritage Act*.

Criteria for determining significance for the resources identified in sections (c)-(d) are recommended by the Province, but municipal approaches that achieve or exceed the same objective may also be used.

While some significant resources may already be identified and inventoried by official sources,

the significance of others can only be determined after evaluation.

Site alteration: means activities, such as grading, excavation and the placement of fill that would change the landform and natural vegetative characteristics of a site.

For the purposes of policy 2.1.4(a), *site alteration* does not include underground or surface mining of *minerals* or advanced exploration on mining lands in *significant areas of mineral potential* in Ecoregion 5E, where advanced exploration has the same meaning as in the *Mining Act*. Instead, those matters shall be subject to policy 2.1.5(a).

Special needs: means any housing, including dedicated facilities, in whole or in part, that is used by people who have specific needs beyond economic needs, including but not limited to, needs such as mobility requirements or support functions required for daily living. Examples of *special needs* housing may include, but are not limited to long-term care homes, adaptable and accessible housing, and housing for persons with disabilities such as physical, sensory or mental health disabilities, and housing for older persons.

Special Policy Area: means an area within a community that has historically existed in the *flood plain* and where site-specific policies, approved by both the Ministers of Natural Resources and Forestry and Municipal Affairs and Housing, are intended to provide for the continued viability of existing uses (which are generally on a small scale) and address the significant social and economic hardships to the community that would result from strict adherence to provincial policies concerning *development*. The criteria and procedures for approval are established by the Province.

A *Special Policy Area* is not intended to allow for new or intensified *development* and *site alteration*, if a community has feasible opportunities for *development* outside the *flood plain*.

Specialty crop area: means areas designated using guidelines developed by the Province, as amended from time to time. In these areas, specialty crops are predominantly grown such as tender fruits (peaches, cherries, plums), grapes, other fruit crops, vegetable crops, greenhouse crops, and crops from agriculturally developed organic soil, usually resulting from:

- a) soils that have suitability to produce specialty crops, or lands that are subject to special climatic conditions, or a combination of both;
- b) farmers skilled in the production of specialty crops; and
- c) a long-term investment of capital in areas such as crops, drainage, infrastructure and related facilities and services to produce, store, or process specialty crops.

Surface water feature: means water-related features on the earth's surface, including headwaters, rivers, stream channels, inland lakes, seepage areas, recharge/discharge areas, springs, wetlands, and associated riparian lands that can be defined by their soil moisture, soil type, vegetation or topographic characteristics.

Threatened species: means a species that is classified as "Threatened Species" on the Species at Risk in Ontario List, as updated and amended from time to time.

Transit-supportive: in regard to land use patterns, means development that makes transit viable, optimizes investments in transit infrastructure, and improves the quality of the experience of using transit. It often refers to compact, mixed-use development that has a high level of employment and residential densities, including air rights development, in proximity to transit stations, corridors and associated elements within the *transportation system*. Approaches may be recommended in guidelines developed by the Province or based on municipal approaches that achieve the same objectives.

Transportation demand management: means a set of strategies that result in more efficient use of the *transportation system* by influencing travel behaviour by mode, time of day,

frequency, trip length, regulation, route, or cost.

Transportation system: means a system consisting of facilities, corridors and rights-of-way for the movement of people and goods, and associated transportation facilities including transit stops and stations, sidewalks, cycle lanes, bus lanes, high occupancy vehicle lanes, *rail facilities*, parking facilities, park'n'ride lots, service centres, rest stops, vehicle inspection stations, inter-modal facilities, harbours, *airports*, *marine facilities*, ferries, canals and associated facilities such as storage and maintenance.

Two zone concept: means an approach to *flood plain* management where the *flood plain* is differentiated in two parts: the *floodway* and the *flood fringe*.

Valleylands: means a natural area that occurs in a valley or other landform depression that has water flowing through or standing for some period of the year.

Vulnerable: means surface and/or ground water that can be easily changed or impacted.

Waste management system: means sites and facilities to accommodate solid waste from one or more municipalities and includes recycling facilities, transfer stations, processing sites and disposal sites.

Watershed: means an area that is drained by a river and its tributaries.

Wave uprush: means the rush of water up onto a shoreline or structure following the breaking of a wave; the limit of wave uprush is the point of furthest landward rush of water onto the shoreline.

Wayside pits and quarries: means a temporary pit or quarry opened and used by or for a public authority solely for the purpose of a particular project or contract of road construction and not located on the road right-of-way.

Wetlands: means lands that are seasonally or permanently covered by shallow water, as well

as lands where the water table is close to or at the surface. In either case the presence of abundant water has caused the formation of hydric soils and has favoured the dominance of either hydrophytic plants or water tolerant plants. The four major types of wetlands are swamps, marshes, bogs and fens.

Periodically soaked or wet lands being used for agricultural purposes which no longer exhibit wetland characteristics are not considered to be wetlands for the purposes of this definition.

Wildland fire assessment and mitigation standards: means the combination of risk assessment tools and environmentally appropriate mitigation measures identified by the Ontario Ministry of Natural Resources and Forestry to be incorporated into the design, construction and/or modification of buildings, structures, properties and/or communities to reduce the risk to public safety, infrastructure and property from wildland fire.

Wildlife habitat: means areas where plants, animals and other organisms live, and find adequate amounts of food, water, shelter and space needed to sustain their populations. Specific wildlife habitats of concern may include areas where species concentrate at a vulnerable point in their annual or life cycle; and areas which are important to migratory or non-migratory species.

Woodlands: means treed areas that provide environmental and economic benefits to both the private landowner and the general public, such as erosion prevention, hydrological and nutrient cycling, provision of clean air and the long-term storage of carbon, provision of wildlife habitat, outdoor recreational opportunities, and the sustainable harvest of a wide range of woodland products. *Woodlands* include treed areas, woodlots or forested areas and vary in their level of significance at the local, regional and provincial levels. *Woodlands* may be delineated according to the *Forestry Act* definition or the Province's Ecological Land Classification system definition for "forest".

Ministry of Municipal Affairs and Housing

© Queen's Printer for Ontario, 2020

ISBN 978-1-4868-4229-2 (Print)

ISBN 978-1-4868-4230-8 (HTML)

ISBN 978-1-4868-4231-5 (PDF)

370/02/20

Disponible en français

Provincial Policy Statement (PPS):

Blackline Comparison between the PPS, 2014 and PPS, 2020

Blackline Document Legend

Text = Added text.

~~Text~~ = Removed text.

Text = Retained text.

Part I: Preamble

The Provincial Policy Statement provides policy direction on matters of provincial interest related to land use planning and development. As a key part of Ontario's policy-led planning system, the Provincial Policy Statement sets the policy foundation for regulating the development and use of land. It also supports the provincial goal to enhance the quality of life for all Ontarians.

The Provincial Policy Statement provides for appropriate development while protecting resources of provincial interest, public health and safety, and the quality of the natural and built environment. The Provincial Policy Statement supports improved land use planning and management, which contributes to a more effective and efficient land use planning system.

The policies of the Provincial Policy Statement may be complemented by provincial plans or by locally-generated policies regarding matters of municipal interest. Provincial plans and municipal official plans provide a framework for comprehensive, integrated, place-based and long-term planning that supports and integrates the principles of strong communities, a clean and healthy environment and economic growth, for the long term.

Municipal official plans are the most important vehicle for implementation of this Provincial Policy Statement and for achieving comprehensive, integrated and long-term planning. Official plans shall identify provincial interests and set out appropriate land use designations and policies.

Official plans should also coordinate cross-boundary matters to complement the actions of other planning authorities and promote mutually beneficial solutions. Official plans shall provide clear, reasonable and attainable policies to protect provincial interests and direct development to suitable areas. In order to protect provincial interests, planning authorities shall keep their official plans up-to-date with this Provincial Policy Statement.

Zoning and development permit by-laws are also important for implementation of this Provincial Policy Statement. Planning authorities shall keep their zoning and development permit by-laws up-to-date with their official plans and this Provincial Policy Statement.

Land use planning is only one of the tools for implementing provincial interests. A wide range of legislation, regulations, policies and programs may ~~also~~apply to decisions with respect to Planning Act applications and affect planning matters, and assist in implementing these interests.

Within the Great Lakes – St. Lawrence River Basin, there may be circumstances where planning authorities should consider agreements related to the protection or restoration of the Great Lakes – St. Lawrence River Basin. Examples of these agreements include Great Lakes agreements between Ontario and Canada, between Ontario and Quebec and the Great Lakes States of the United States of America, and between Canada and the United States of America.

Part II: Legislative Authority

The Provincial Policy Statement is issued under the authority of section 3 of the *Planning Act* and came into effect on ~~April 30, 2014~~ [May 1, 2020](#).

In respect of the exercise of any authority that affects a planning matter, section 3 of the *Planning Act* requires that decisions affecting planning matters “shall be consistent with” policy statements issued under the Act.

[Comments, submissions or advice that affect a planning matter that are provided by the council of a municipality, a local board, a planning board, a minister or ministry, board, commission or agency of the government “shall be consistent with” this Provincial Policy Statement.](#)

Part III: How to Read the Provincial Policy Statement

The provincial policy-led planning system recognizes and addresses the complex inter-relationships among environmental, economic and social factors in land use planning. The Provincial Policy Statement supports a comprehensive, integrated and long-term approach to planning, and recognizes linkages among policy areas.

Read the Entire Provincial Policy Statement

The Provincial Policy Statement is more than a set of individual policies. It is to be read in its entirety and the relevant policies are to be applied to each situation. When more than one policy is relevant, a decision-maker should consider all of the relevant policies to understand how they work together. The language of each policy, including the Implementation and Interpretation policies, will assist decision-makers in understanding how the policies are to be implemented. While specific policies sometimes refer to other policies for ease of use, these cross-references do not take away from the need to read the Provincial Policy Statement as a whole. There is no implied priority in the order in which the policies appear.

Consider Specific Policy Language

When applying the Provincial Policy Statement it is important to consider the specific language of the policies. Each policy provides direction on how it is to be implemented, how it is situated within the broader Provincial Policy Statement, and how it relates to other policies. Some policies set out positive directives, such as “settlement areas shall be the focus of growth and development.” Other policies set out limitations and prohibitions, such as “development and site alteration shall not be permitted.” Other policies use enabling or supportive language, such as “should,” “promote” and “encourage.” The choice of language is intended to distinguish between the types of policies and the nature of implementation. There is some discretion when applying a policy with enabling or supportive language in contrast to a policy with a directive, limitation or prohibition.

Geographic Scale of Policies

The Provincial Policy Statement recognizes the diversity of Ontario and that local context is important. Policies are outcome-oriented, and some policies provide flexibility in their implementation provided that provincial interests are upheld.

While the Provincial Policy Statement is to be read as a whole, not all policies will be applicable to every site, feature or area. The Provincial Policy Statement applies at a range of geographic scales.

Some of the policies refer to specific areas or features and can only be applied where these features or areas exist. Other policies refer to planning objectives that need to be considered in the context of the municipality or planning area as a whole, and are not necessarily applicable to a specific site or development proposal.

Policies Represent Minimum Standards

[The policies of the Provincial Policy Statement represent minimum standards.](#)

Within the framework of the provincial policy-led planning system, planning authorities and decision-makers may go beyond these minimum standards to address matters of importance to a specific community, unless doing so would conflict with any policy of the Provincial Policy Statement.

Defined Terms and Meanings

Except for references to legislation which are italicized, other italicized terms in the Provincial Policy Statement are defined in the Definitions section. For non-italicized terms, the normal meaning of the word applies. Terms may be italicized only in specific policies; for these terms, the defined meaning applies where they are italicized and the normal meaning applies where they are not italicized. Defined terms in the Definitions section are intended to capture both singular and plural forms of these terms in the policies.

Guidance Material

Guidance material and technical criteria may be issued from time to time to assist planning authorities and decision-makers with implementing the policies of the Provincial Policy Statement. Information, technical criteria and approaches outlined in guidance material are meant to support but not add to or detract from the policies of the Provincial Policy Statement.

Relationship with Provincial Plans

[The Provincial Policy Statement provides overall policy directions on matters of provincial interest related to land use planning and development in Ontario, and applies province-wide, except where this policy statement or another provincial plan provides otherwise.](#)

Provincial plans, such as the Greenbelt Plan, ~~the~~ [A Place to Grow: Growth Plan for the Greater Golden Horseshoe](#) and the Growth Plan for Northern Ontario, build upon the policy foundation

provided by the Provincial Policy Statement. They provide [additional](#) land use planning policies to address issues facing specific geographic areas in Ontario.

Provincial plans are to be read in conjunction with the Provincial Policy Statement. They take precedence over the policies of the Provincial Policy Statement to the extent of any conflict, except where the relevant legislation provides otherwise.

Where the policies of provincial plans address the same, similar, related, or overlapping matters as the policies of the Provincial Policy Statement, applying the more specific policies of the provincial plan satisfies the more general requirements of the Provincial Policy Statement. In contrast, where matters addressed in the Provincial Policy Statement do not overlap with policies in provincial plans, the policies in the Provincial Policy Statement must be independently satisfied.

Land use planning decisions made by municipalities, planning boards, the Province, or a commission or agency of the government must be consistent with the Provincial Policy Statement. Where provincial plans are in effect, planning decisions must conform or not conflict with them, as the case may be.

Part IV: Vision for Ontario's Land Use Planning System

The long-term prosperity and social well-being of Ontario depends upon planning for strong, sustainable and resilient communities for people of all ages, a clean and healthy environment, and a strong and competitive economy.

Ontario is a vast province with diverse urban, rural and northern communities which may face different challenges related to diversity in population, economic activity, pace of growth and physical and natural conditions. Some areas face challenges related to maintaining population and diversifying their economy, while other areas face challenges related to accommodating and managing the development and population growth which is occurring, while protecting important resources and the quality of the natural environment.

~~Ontario's~~The Province's rich cultural diversity is one of its distinctive and defining features. ~~The Provincial Policy Statement reflects Ontario's diversity~~Indigenous communities have a unique relationship with the land and its resources, which ~~includes~~continues to shape the ~~histories~~history and ~~cultures~~economy of ~~Aboriginal peoples, and is based on good land use planning principles that apply in communities across Ontario~~the Province today. Ontario recognizes the unique role Indigenous communities have in land use planning and development, and the contribution of Indigenous communities' perspectives and traditional knowledge to land use planning decisions. The Province recognizes the importance of consulting with Aboriginal communities on planning matters that may affect their ~~rights and interests~~section 35 Aboriginal or treaty rights. Planning authorities are encouraged to build constructive, cooperative relationships through meaningful engagement with Indigenous communities to facilitate knowledge-sharing in land use planning processes and inform decision-making.

The Provincial Policy Statement focuses growth and development within urban and rural settlement areas while supporting the viability of rural areas. It recognizes that the wise management of land use change may involve directing, promoting or sustaining development. Land use must be carefully managed to accommodate appropriate development to meet the full range of current and future needs, while achieving efficient development patterns and avoiding significant or sensitive resources and areas which may pose a risk to public health and safety. Planning authorities are encouraged to permit and facilitate a range of housing options, including new development as well as residential intensification, to respond to current and future needs.

Efficient development patterns optimize the use of land, resources and public investment in infrastructure and public service facilities. These land use patterns promote a mix of housing, including affordable housing, employment, recreation, parks and open spaces, and transportation choices that increase the use of active transportation and transit before other modes of travel. They ~~also~~ support the financial well-being of the Province and municipalities over the long term, and minimize the undesirable effects of development, including impacts on air, water and other resources. They also permit better adaptation and response to the impacts of a changing climate, which will vary from region to region.

Strong, liveable and healthy communities promote and enhance human health and social well-being, are economically and environmentally sound, and are resilient to climate change. The Province's natural heritage resources, water resources, including the Great Lakes, agricultural

resources, mineral resources, and cultural heritage and archaeological resources provide important environmental, economic and social benefits. The wise use and management of these resources over the long term is a key provincial interest. The Province must ensure that its resources are managed in a sustainable way to conserve biodiversity, protect essential ecological processes and public health and safety, provide for the production of food and fibre, minimize environmental and social impacts, [provide for recreational opportunities \(e.g. fishing, hunting and hiking\)](#) and meet its long-term needs.

It is equally important to protect the overall health and safety of the population, [including preparing for the impacts of a changing climate](#). The Provincial Policy Statement directs development away from areas of natural and human-made hazards. This preventative approach supports provincial and municipal financial well-being over the long term, protects public health and safety, and minimizes cost, risk and social disruption.

Taking action to conserve land and resources avoids the need for costly remedial measures to correct problems and supports economic and environmental principles.

Strong communities, a clean and healthy environment and a strong economy are inextricably linked. Long-term prosperity, human and environmental health and social well-being should take precedence over short-term considerations.

The fundamental principles set out in the Provincial Policy Statement apply throughout Ontario. To support our collective well-being, now and in the future, all land use must be well managed.

Part V: Policies

1.0 Building Strong Healthy Communities

Ontario is a vast province with urban, rural, and northern communities with diversity in population, economic activities, pace of growth, service levels and physical and natural conditions. Ontario's long-term prosperity, environmental health and social well-being depend on wisely managing change and promoting efficient land use and development patterns. Efficient land use and development patterns support sustainability by promoting strong, liveable, healthy and resilient communities, protecting the environment and public health and safety, and facilitating economic growth.

Accordingly:

1.1 Managing and Directing Land Use to Achieve Efficient and Resilient Development and Land Use Patterns

1.1.1 Healthy, liveable and safe communities are sustained by:

- a) promoting efficient development and land use patterns which sustain the financial well-being of the Province and municipalities over the long term;
- b) accommodating an appropriate affordable and market-based range and mix of residential types (including ~~second~~single-detached, additional residential units, multi-unit housing, affordable housing and housing for older persons), employment (including industrial and commercial), institutional (including places of worship, cemeteries and long-term care homes), recreation, park and open space, and other uses to meet long-term needs;
- c) avoiding development and land use patterns which may cause environmental or public health and safety concerns;
- d) avoiding development and land use patterns that would prevent the efficient expansion of *settlement areas* in those areas which are adjacent or close to *settlement areas*;
- e) promoting the integration of land use planning, growth management, transit-supportive development, intensification and infrastructure planning to achieve cost-effective development patterns, optimization of transit investments, and standards to minimize land consumption and servicing costs;
- f) improving accessibility for persons with disabilities and older persons by ~~identifying, preventing and removing~~addressing land use barriers which restrict their full participation in society;
- g) ensuring that necessary *infrastructure*, ~~electricity generation facilities and transmission and distribution systems~~, and *public service facilities* are or will be available to meet current and projected needs; ~~and~~

h) promoting development and land use patterns that conserve biodiversity; ~~and consider~~

i) preparing for the regional and local impacts of a changing climate.

1.1.2 Sufficient land shall be made available to accommodate an appropriate range and mix of land uses to meet projected needs for a time horizon of up to ~~2025~~ years, informed by provincial guidelines. However, where an alternate time period has been established for specific areas of the Province as a result of a provincial planning exercise or a *provincial plan*, that time frame may be used for municipalities within the area.

Within *settlement areas*, sufficient land shall be made available through *intensification* and *redevelopment* and, if necessary, *designated growth areas*.

Nothing in policy 1.1.2 limits the planning for *infrastructure* ~~and~~ *public service facilities* and employment areas beyond a ~~2025~~-year time horizon.

1.1.3 Settlement Areas

Settlement areas are urban areas and rural settlement areas, and include cities, towns, villages and hamlets. Ontario's settlement areas vary significantly in terms of size, density, population, economic activity, diversity and intensity of land uses, service levels, and types of infrastructure available.

The vitality and regeneration of settlement areas is critical to the long-term economic prosperity of our communities. Development pressures and land use change will vary across Ontario. It is in the interest of all communities to use land and resources wisely, to promote efficient development patterns, protect resources, promote green spaces, ensure effective use of infrastructure and public service facilities and minimize unnecessary public expenditures.

1.1.3.1 *Settlement areas* shall be the focus of growth and development, ~~and their vitality and regeneration shall be promoted.~~

1.1.3.2 Land use patterns within *settlement areas* shall be based on ~~a~~ densities and a mix of land uses which:

- a) ~~i~~ efficiently use land and resources;
- b) ~~ii~~ are appropriate for, and efficiently use, the *infrastructure* and *public service facilities* which are planned or available, and avoid the need for their unjustified and/or uneconomical expansion;
- c) ~~iii~~ minimize negative impacts to air quality and climate change, and promote energy efficiency;
- d) prepare for the impacts of a changing climate;
- e) ~~iv~~ support *active transportation*;
- f) ~~v~~ are *transit-supportive*, where transit is planned, exists or may be developed; and
- g) ~~vi~~ are *freight-supportive*; ~~and~~.

~~b.~~ Land use patterns within settlement areas shall also be based on a range of uses and opportunities for *intensification* and *redevelopment* in accordance with the criteria in policy 1.1.3.3, where this can be accommodated.

1.1.3.3 Planning authorities shall identify appropriate locations and promote opportunities for transit-supportive development, accommodating a significant supply and range of housing options through *intensification* and *redevelopment* where this can be accommodated taking into account existing building stock or areas, including *brownfield sites*, and the availability of suitable existing or planned *infrastructure* and *public service facilities* required to accommodate projected needs.

~~*Intensification and redevelopment shall be directed in accordance with the policies of Section 2: Wise Use and Management of Resources and Section 3: Protecting Public Health and Safety.*~~

1.1.3.4 Appropriate development standards should be promoted which facilitate *intensification*, *redevelopment* and compact form, while avoiding or mitigating risks to public health and safety.

1.1.3.5 Planning authorities shall establish and implement minimum targets for *intensification* and *redevelopment* within built-up areas, based on local conditions. However, where provincial targets are established through *provincial plans*, the provincial target shall represent the minimum target for affected areas.

1.1.3.6 New development taking place in *designated growth areas* should occur adjacent to the existing built-up area and ~~shall~~should have a compact form, mix of uses and densities that allow for the efficient use of land, *infrastructure* and *public service facilities*.

1.1.3.7 Planning authorities ~~shall~~should establish and implement phasing policies to ensure:

- a) that specified targets for *intensification* and *redevelopment* are achieved prior to, or concurrent with, new development within *designated growth areas*; and
- b) the orderly progression of development within *designated growth areas* and the timely provision of the *infrastructure* and *public service facilities* required to meet current and projected needs.

1.1.3.8 A planning authority may identify a *settlement area* or allow the expansion of a *settlement area* boundary only at the time of a *comprehensive review* and only where it has been demonstrated that:

- a) sufficient opportunities ~~for~~to accommodate growth and to satisfy market demand are not available through *intensification*, *redevelopment* and *designated growth areas* to accommodate the projected needs over the identified planning horizon;
- b) the *infrastructure* and *public service facilities* which are planned or available are suitable for the development over the long term, are financially viable over their life cycle, and protect public health and safety and the natural environment;

- c) in *prime agricultural areas*:
 - 1. the lands do not comprise *specialty crop areas*;
 - 2. alternative locations have been evaluated, and
 - i. there are no reasonable alternatives which avoid *prime agricultural areas*; and
 - ii. there are no reasonable alternatives on lower priority agricultural lands in *prime agricultural areas*;
- d) the new or expanding *settlement area* is in compliance with the *minimum distance separation formulae*; and
- e) impacts from new or expanding *settlement areas* on agricultural operations which are adjacent or close to the *settlement area* are mitigated to the extent feasible.

~~In determining the most appropriate direction for expansions to the boundaries of *settlement areas* or the identification of a *settlement area* by a planning authority, a planning authority shall apply the policies of Section 2: Wise Use and Management of Resources and Section 3: Protecting Public Health and Safety.~~ In undertaking a *comprehensive review*, the level of detail of the assessment should correspond with the complexity and scale of the settlement boundary expansion or development proposal.

1.1.3.9 Notwithstanding policy 1.1.3.8, municipalities may permit adjustments of *settlement area* boundaries outside a *comprehensive review* provided:

- a) there would be no net increase in land within the *settlement areas*;
- b) the adjustment would support the municipality's ability to meet *intensification* and *redevelopment* targets established by the municipality;
- c) *prime agricultural areas* are addressed in accordance with 1.1.3.8 (c), (d) and (e); and
- d) the *settlement area* to which lands would be added is appropriately serviced and there is sufficient reserve *infrastructure* capacity to service the lands.

1.1.4 Rural Areas in Municipalities

Rural areas are important to the economic success of the Province and our quality of life. Rural areas are a system of lands that may include rural settlement areas, rural lands, prime agricultural areas, natural heritage features and areas, and other resource areas. Rural areas and urban areas are interdependent in terms of markets, resources and amenities. It is important to leverage rural assets and amenities and protect the environment as a foundation for a sustainable economy.

Ontario's rural areas have diverse population levels, natural resources, geographies and physical characteristics, and economies. Across rural Ontario, local circumstances vary by region. For example, northern Ontario's natural environment and vast geography offer different opportunities than the predominately agricultural areas of southern regions of the Province.

1.1.4.1 Healthy, integrated and viable *rural areas* should be supported by:

- a) building upon rural character, and leveraging rural amenities and assets;
- b) promoting regeneration, including the redevelopment of *brownfield sites*;
- c) accommodating an appropriate range and mix of housing in rural *settlement areas*;
- d) encouraging the conservation and *redevelopment* of existing rural housing stock on *rural lands*;
- e) using rural *infrastructure* and *public service facilities* efficiently;
- f) promoting diversification of the economic base and employment opportunities through goods and services, including value-added products and the sustainable management or use of resources;
- g) providing opportunities for sustainable and diversified tourism, including leveraging historical, cultural, and natural assets;
- h) conserving biodiversity and considering the ecological benefits provided by nature; and
- i) providing opportunities for economic activities in *prime agricultural areas*, in accordance with policy 2.3.

1.1.4.2 In *rural areas*, rural *settlement areas* shall be the focus of growth and development and their vitality and regeneration shall be promoted.

1.1.4.3 When directing development in rural *settlement areas* in accordance with policy 1.1.3, planning authorities shall give consideration to rural characteristics, the scale of development and the provision of appropriate service levels.

1.1.4.4 Growth and development may be directed to *rural lands* in accordance with policy 1.1.5, including where a municipality does not have a *settlement area*.

1.1.5 Rural Lands in Municipalities

1.1.5.1 When directing development on *rural lands*, a planning authority shall apply the relevant policies of Section 1: Building Strong Healthy Communities, as well as the policies of Section 2: Wise Use and Management of Resources and Section 3: Protecting Public Health and Safety.

1.1.5.2 On *rural lands* located in municipalities, permitted uses are:

- a) the management or use of resources;
- b) resource-based recreational uses (including recreational dwellings);
- c) ~~limited~~ residential development, including lot creation, that is locally appropriate;
- d) agricultural uses, agriculture-related uses, on-farm diversified uses and normal farm practices, in accordance with provincial standards;

- e) ~~⊕~~ home occupations and home industries;
- f) ~~⊕~~ cemeteries; and
- g) ~~⊕~~ other rural land uses.

1.1.5.3 Recreational, tourism and other economic opportunities should be promoted.

1.1.5.4 Development that is compatible with the rural landscape and can be sustained by rural service levels should be promoted.

1.1.5.5 Development shall be appropriate to the *infrastructure* which is planned or available, and avoid the need for the unjustified and/or uneconomical expansion of this *infrastructure*.

1.1.5.6 Opportunities should be retained to locate new or expanding land uses that require separation from other uses.

1.1.5.7 Opportunities to support a diversified rural economy should be promoted by protecting agricultural and other resource-related uses and directing non-related development to areas where it will minimize constraints on these uses.

1.1.5.8 ~~Agricultural uses, agriculture-related uses, on farm diversified uses and normal farm practices should be promoted and protected in accordance with provincial standards.~~ New land uses, including the creation of lots, and new or expanding livestock facilities, shall comply with the minimum distance separation formulae.

1.1.6 Territory Without Municipal Organization

1.1.6.1 On *rural lands* located in territory without municipal organization, the focus of development activity shall be related to the sustainable management or use of resources and resource-based recreational uses (including recreational dwellings).

1.1.6.2 Development shall be appropriate to the *infrastructure* which is planned or available, and avoid the need for the unjustified and/or uneconomical expansion of this *infrastructure*.

1.1.6.3 The establishment of new permanent townsites shall not be permitted.

1.1.6.4 In areas adjacent to and surrounding municipalities, only development that is related to the sustainable management or use of resources and resource-based recreational uses (including recreational dwellings) shall be permitted. Other uses may only be permitted if:

- a) the area forms part of a planning area;
- b) the necessary *infrastructure* and *public service facilities* are planned or available to support the development and are financially viable over their life cycle; and
- c) it has been determined, as part of a *comprehensive review*, that the impacts of development will not place an undue strain on the *public service facilities* and *infrastructure* provided by adjacent municipalities, regions and/or the Province.

1.2 Coordination

- 1.2.1** A coordinated, integrated and comprehensive approach should be used when dealing with planning matters within municipalities, across lower, single and/or upper-tier municipal boundaries, and with other orders of government, agencies and boards including:
- a) managing and/or promoting growth and development that is integrated with infrastructure planning;
 - b) economic development strategies;
 - c) managing natural heritage, water, agricultural, mineral, and cultural heritage and archaeological resources;
 - d) ~~infrastructure, electricity generation facilities and transmission and distribution systems;~~ *multimodal transportation systems, public service facilities and waste management systems*;
 - e) ecosystem, shoreline, watershed, and Great Lakes related issues;
 - f) natural and human-made hazards;
 - g) population, housing and employment projections, based on *regional market areas*; and
 - h) addressing housing needs in accordance with provincial policy statements such as the ~~Ontario Housing~~ Policy Statement: Service Manager Housing and Homelessness Plans.
- 1.2.2** Planning authorities ~~are encouraged to~~ shall engage with Indigenous communities and coordinate on land use planning matters ~~with Aboriginal communities~~.
- 1.2.3** Planning authorities should coordinate emergency management and other economic, environmental and social planning considerations to support efficient and resilient communities.
- 1.2.4** Where planning is conducted by an upper-tier municipality, the upper-tier municipality in consultation with lower-tier municipalities shall:
- a) identify, ~~coordinate~~ and allocate population, housing and employment projections for lower-tier municipalities. Allocations and projections by upper-tier municipalities shall be based on and reflect *provincial plans* where these exist and informed by provincial guidelines;
 - b) identify areas where growth or development will be directed, including the identification of nodes and the corridors linking these nodes;
 - c) identify targets for *intensification* and *redevelopment* within all or any of the lower-tier municipalities, including minimum targets that should be met before expansion of the boundaries of *settlement areas* is permitted in accordance with policy 1.1.3.8;

- d) where major transit corridors exist or are to be developed, identify density targets for areas adjacent or in proximity to these corridors and stations, including minimum targets that should be met before expansion of the boundaries of *settlement areas* is permitted in accordance with policy 1.1.3.8; and
- e) ~~identify and~~ provide policy direction for the lower-tier municipalities on matters that cross municipal boundaries.

1.2.5 Where there is no upper-tier municipality, planning authorities shall ensure that policy 1.2.4 is addressed as part of the planning process, and should coordinate these matters with adjacent planning authorities.

1.2.6 Land Use Compatibility

1.2.6.1 *Major facilities and sensitive land uses* ~~should~~shall be planned ~~to ensure they are appropriately designed, buffered and/or separated from each other and developed to prevent~~avoid, or if avoidance is not possible, minimize and mitigate any potential adverse effects from odour, noise and other contaminants, minimize risk to public health and safety, and to ensure the long-term operational and economic viability of *major facilities* in accordance with provincial guidelines, standards and procedures.

1.2.6.2 Where avoidance is not possible in accordance with policy 1.2.6.1, planning authorities shall protect the long-term viability of existing or planned industrial, manufacturing or other uses that are vulnerable to encroachment by ensuring that the planning and development of proposed adjacent sensitive land uses are only permitted if the following are demonstrated in accordance with provincial guidelines, standards and procedures:

- a) there is an identified need for the proposed use;
- b) alternative locations for the proposed use have been evaluated and there are no reasonable alternative locations;
- c) adverse effects to the proposed sensitive land use are minimized and mitigated; and
- d) potential impacts to industrial, manufacturing or other uses are minimized and mitigated.

1.3 Employment

1.3.1 Planning authorities shall promote economic development and competitiveness by:

- a) providing for an appropriate mix and range of employment ~~and~~, institutional, and broader mixed uses to meet long-term needs;
- b) providing opportunities for a diversified economic base, including maintaining a range and choice of suitable sites for employment uses which support a wide range of economic activities and ancillary uses, and take into account the needs of existing and future businesses;

- c) facilitating the conditions for economic investment by identifying strategic sites for investment, monitoring the availability and suitability of employment sites, including market-ready sites, and seeking to address potential barriers to investment;
- d) ➞ encouraging compact, mixed-use development that incorporates compatible employment uses to support liveable and resilient communities, with consideration of housing policy 1.4; and
- e) ➞ ensuring the necessary *infrastructure* is provided to support current and projected needs.

1.3.2 Employment Areas

1.3.2.1 Planning authorities shall plan for, protect and preserve *employment areas* for current and future uses and ensure that the necessary *infrastructure* is provided to support current and projected needs.

1.3.2.2 At the time of the official plan review or update, planning authorities should assess *employment areas* identified in local official plans to ensure that this designation is appropriate to the planned function of the *employment area*.

Employment areas planned for industrial and manufacturing uses shall provide for separation or mitigation from *sensitive land uses* to maintain the long-term operational and economic viability of the planned uses and function of these areas.

1.3.2.3 Within *employment areas* planned for industrial or manufacturing uses, planning authorities shall prohibit residential uses and prohibit or limit other *sensitive land uses* that are not ancillary to the primary employment uses in order to maintain land use compatibility.

Employment areas planned for industrial or manufacturing uses should include an appropriate transition to adjacent non-*employment areas*.

1.3.2.24 Planning authorities may permit conversion of lands within *employment areas* to non-employment uses through a *comprehensive review*, only where it has been demonstrated that the land is not required for employment purposes over the long term and that there is a need for the conversion.

1.3.2.5 Notwithstanding policy 1.3.2.4, and until the official plan review or update in policy 1.3.2.4 is undertaken and completed, lands within existing *employment areas* may be converted to a designation that permits non-employment uses provided the area has not been identified as provincially significant through a provincial plan exercise or as regionally significant by a regional economic development corporation working together with affected upper and single-tier municipalities and subject to the following:

- a) there is an identified need for the conversion and the land is not required for employment purposes over the long term;

- b) the proposed uses would not adversely affect the overall viability of the *employment area*; and
- c) existing or planned infrastructure and public service facilities are available to accommodate the proposed uses.

1.3.2.36 Planning authorities shall protect *employment areas* in proximity to *major goods movement facilities and corridors* for employment uses that require those locations.

1.3.2.47 Planning authorities may plan beyond ~~2025~~ years for the long-term protection of employment areas provided lands are not designated beyond the planning horizon identified in policy 1.1.2.

1.4 Housing

1.4.1 To provide for an appropriate range and mix of *housing types*~~options~~ and densities required to meet projected requirements of current and future residents of the *regional market area*, planning authorities shall:

- a) maintain at all times the ability to accommodate residential growth for a minimum of ~~10~~15 years through *residential intensification* and *redevelopment* and, if necessary, lands which are *designated and available* for residential development; and
- b) maintain at all times where new development is to occur, land with servicing capacity sufficient to provide at least a three-year supply of residential units available through lands suitably zoned to facilitate *residential intensification* and *redevelopment, and land in draft approved and registered plans.*

Upper-tier and single-tier municipalities may choose to maintain land with servicing capacity sufficient to provide at least a five-year supply of residential units available through lands suitably zoned to facilitate *residential intensification* and *redevelopment*, and land in draft approved and registered plans.

1.4.2 Where planning is conducted by an upper-tier municipality:

- a) the land and unit supply maintained by the lower-tier municipality identified in policy 1.4.1 shall be based on and reflect the allocation of population and units by the upper-tier municipality; and
- b) the allocation of population and units by the upper-tier municipality shall be based on and reflect *provincial plans* where these exist.

1.4.3 Planning authorities shall provide for an appropriate range and mix of *housing types*~~options~~ and densities to meet projected ~~requirements~~market-based and affordable housing needs of current and future residents of the *regional market area* by:

- a) establishing and implementing minimum targets for the provision of housing which is *affordable to low and moderate income households* and which aligns with applicable housing and homelessness plans. However, where planning is conducted by an upper-tier municipality, the upper-tier municipality in consultation with the

lower-tier municipalities may identify a higher target(s) which shall represent the minimum target(s) for these lower-tier municipalities;

- b) permitting and facilitating:
 - 1. all ~~forms of~~ housing options required to meet the social, health, economic and well-being requirements of current and future residents, including *special needs* requirements and needs arising from demographic changes and employment opportunities; and
 - 2. all ~~forms~~types of *residential intensification*, including ~~second~~additional residential units, and *redevelopment* in accordance with policy 1.1.3.3;
- c) directing the development of new housing towards locations where appropriate levels of *infrastructure* and *public service facilities* are or will be available to support current and projected needs;
- d) promoting densities for new housing which efficiently use land, resources, *infrastructure* and *public service facilities*, and support the use of *active transportation* and transit in areas where it exists or is to be developed;
- e) requiring transit-supportive development and prioritizing intensification, including potential air rights development, in proximity to transit, including corridors and stations; and
- f) ~~e)~~ establishing development standards for *residential intensification*, *redevelopment* and new residential development which minimize the cost of housing and facilitate compact form, while maintaining appropriate levels of public health and safety.

1.5 Public Spaces, Recreation, Parks, Trails and Open Space

1.5.1 Healthy, active communities should be promoted by:

- a) planning public streets, spaces and facilities to be safe, meet the needs of pedestrians, foster social interaction and facilitate *active transportation* and community connectivity;
- b) planning and providing for a full range and equitable distribution of publicly-accessible built and natural settings for *recreation*, including facilities, parklands, public spaces, open space areas, trails and linkages, and, where practical, water-based resources;
- c) providing opportunities for public access to shorelines; and
- d) recognizing provincial parks, conservation reserves, and other protected areas, and minimizing negative impacts on these areas.

1.6 Infrastructure and Public Service Facilities

1.6.1 ~~Infrastructure, electricity generation facilities and transmission and distribution systems,~~ and *public service facilities* shall be provided in ~~a co-ordinated,~~an efficient ~~and cost-~~

~~effective~~ manner that ~~considers~~prepares for the impacts ~~from~~of a changing climate ~~change~~ while accommodating projected needs.

Planning for ~~infrastructure, electricity generation facilities and transmission and distribution systems,~~ and *public service facilities* shall be coordinated and integrated with land use planning and growth management so that they are:

- a) financially viable over their life cycle, which may be demonstrated through asset management planning; and
- b) available to meet current and projected needs.

1.6.2 Planning authorities should promote *green infrastructure* to complement *infrastructure*.

1.6.3 Before consideration is given to developing new *infrastructure* and *public service facilities*:

- a) the use of existing *infrastructure* and *public service facilities* should be optimized; and
- b) opportunities for adaptive re-use should be considered, wherever feasible.

1.6.4 *Infrastructure* and *public service facilities* should be strategically located to support the effective and efficient delivery of emergency management services, and to ensure the protection of public health and safety in accordance with the policies in Section 3.0: Protecting Public Health and Safety.

1.6.5 *Public service facilities* should be co-located in community hubs, where appropriate, to promote cost-effectiveness and facilitate service integration, access to transit and *active transportation*.

1.6.6 Sewage, Water and Stormwater

1.6.6.1 Planning for *sewage and water services* shall:

- a) ~~direct and~~ accommodate ~~expected~~forecasted growth ~~or development~~ in a manner that promotes the efficient use and optimization of existing:
 - 1. *municipal sewage services* and *municipal water services*; and
 - 2. *private communal sewage services* and *private communal water services*, where *municipal sewage services* and *municipal water services* are not available or feasible;
- b) ensure that these systems are provided in a manner that
 - 1. can be sustained by the water resources upon which such services rely;
 - 2. prepares for the impacts of a changing climate;
 - 3. ~~2-~~ is feasible, and financially viable ~~and complies with all regulatory requirements over their lifecycle~~; and
 - 4. ~~3-~~ protects human health and safety, and the natural environment;

- c) promote water conservation and water use efficiency;
- d) integrate servicing and land use considerations at all stages of the planning process; and
- e) be in accordance with the servicing hierarchy outlined through policies 1.6.6.2, 1.6.6.3, 1.6.6.4 and 1.6.6.5. For clarity, where municipal sewage services and municipal water services are not available, planned or feasible, planning authorities have the ability to consider the use of the servicing options set out through policies 1.6.6.3, 1.6.6.4, and 1.6.6.5 provided that the specified conditions are met.

1.6.6.2 *Municipal sewage services and municipal water services* are the preferred form of servicing for *settlement areas* to support protection of the environment and minimize potential risks to human health and safety. ~~Intensification and redevelopment~~ Within *settlement areas* ~~on~~ with existing *municipal sewage services and municipal water services* ~~should~~, intensification and redevelopment shall be promoted, wherever feasible to optimize the use of the services.

1.6.6.3 Where *municipal sewage services and municipal water services* are not ~~provided~~ available, ~~municipalities may allow the use of~~ planned or feasible, *private communal sewage services and private communal water services* are the preferred form of servicing for multi-unit/lot development to support protection of the environment and minimize potential risks to human health and safety.

1.6.6.4 Where *municipal sewage services and municipal water services* or *private communal sewage services and private communal water services* are not ~~provided~~ available, planned or feasible, *individual on-site sewage services and individual on-site water services* may be used provided that site conditions are suitable for the long-term provision of such services with no *negative impacts*. In *settlement areas*, ~~these~~ individual on-site sewage services and individual on-site water services may ~~only~~ be used for infilling and minor rounding out of existing development.

At the time of the official plan review or update, planning authorities should assess the long-term impacts of individual on-site sewage services and individual on-site water services on the environmental health and the character of rural settlement areas. Where planning is conducted by an upper-tier municipality, the upper-tier municipality should work with lower-tier municipalities at the time of the official plan review or update to assess the long-term impacts of individual on-site sewage services and individual on-site water services on the environmental health and the desired character of rural settlement areas and the feasibility of other forms of servicing set out in policies 1.6.6.2 and 1.6.6.3.

1.6.6.5 *Partial services* shall only be permitted in the following circumstances:

- a) where they are necessary to address failed *individual on-site sewage services and individual on-site water services* in existing development; or
- b) within *settlement areas*, to allow for infilling and minor rounding out of existing development on *partial services* provided that site conditions are suitable for the long-term provision of such services with no *negative impacts*.

Where *partial services* have been provided to address failed services in accordance with subsection (a), infilling on existing lots of record in *rural areas* in municipalities may be permitted where this would represent a logical and financially viable connection to the existing *partial service* and provided that site conditions are suitable for the long-term provision of such services with no *negative impacts*. In accordance with subsection (a), the extension of *partial services* into *rural areas* is only permitted to address failed *individual on-site sewage* and *individual on-site water services* for existing development.

1.6.6.6 Subject to the hierarchy of services provided in policies 1.6.6.2, 1.6.6.3, 1.6.6.4 and 1.6.6.5, planning authorities may allow lot creation only if there is confirmation of sufficient *reserve sewage system capacity* and *reserve water system capacity* within *municipal sewage services* and *municipal water services* or *private communal sewage services* and *private communal water services*. The determination of sufficient *reserve sewage system capacity* shall include treatment capacity for hauled sewage from *private communal sewage services* and *individual on-site sewage services*.

1.6.6.7 Planning for stormwater management shall:

- a) be integrated with planning for sewage and water services and ensure that systems are optimized, feasible and financially viable over the long term;
- b) ~~a)~~ minimize, or, where possible, prevent increases in contaminant loads;
- c) ~~b)~~ minimize erosion and changes in water balance, and ~~erosion~~ prepare for the impacts of a changing climate through the effective management of stormwater, including the use of green infrastructure;
- d) ~~e) not increase~~ mitigate risks to human health ~~and,~~ safety ~~and,~~ property ~~damage and~~ the environment;
- e) ~~d)~~ maximize the extent and function of vegetative and pervious surfaces; and
- f) promote stormwater management best practices, including stormwater attenuation and re-use, water conservation and efficiency, and low impact development.

1.6.7 Transportation Systems

1.6.7.1 *Transportation systems* should be provided which are safe, energy efficient, facilitate the movement of people and goods, and are appropriate to address projected needs.

1.6.7.2 Efficient use ~~shall~~ should be made of existing and planned *infrastructure*, including through the use of *transportation demand management* strategies, where feasible.

1.6.7.3 As part of a *multimodal transportation system*, connectivity within and among *transportation systems* and modes should be maintained and, where possible, improved including connections which cross jurisdictional boundaries.

1.6.7.4 A land use pattern, density and mix of uses should be promoted that minimize the length and number of vehicle trips and support current and future use of transit and *active transportation*.

~~1.6.7.5 Transportation and land use considerations shall be integrated at all stages of the planning process.~~

1.6.8 Transportation and Infrastructure Corridors

1.6.8.1 Planning authorities shall plan for and protect corridors and rights-of-way for *infrastructure*, including transportation, transit and electricity generation facilities and transmission systems to meet current and projected needs.

1.6.8.2 *Major goods movement facilities and corridors* shall be protected for the long term.

1.6.8.3 Planning authorities shall not permit *development* in *planned corridors* that could preclude or negatively affect the use of the corridor for the purpose(s) for which it was identified. New *development* proposed on *adjacent lands* to existing or *planned corridors* and transportation facilities should be compatible with, and supportive of, the long-term purposes of the corridor and should be designed to avoid, mitigate or minimize negative impacts on and from the corridor and transportation facilities.

1.6.8.4 The preservation and reuse of abandoned corridors for purposes that maintain the corridor's integrity and continuous linear characteristics should be encouraged, wherever feasible.

1.6.8.5 The co-location of linear *infrastructure* should be promoted, where appropriate.

1.6.8.5 When planning for corridors and rights-of-way for significant transportation, electricity transmission, and *infrastructure* facilities, consideration will be given to the significant resources in Section 2: Wise Use and Management of Resources.

1.6.9 Airports, Rail and Marine Facilities

1.6.9.1 Planning for land uses in the vicinity of *airports*, *rail facilities* and *marine facilities* shall be undertaken so that:

- a) their long-term operation and economic role is protected; and
- b) *airports*, *rail facilities* and *marine facilities* and *sensitive land uses* are appropriately designed, buffered and/or separated from each other, in accordance with policy 1.2.6.

1.6.9.2 *Airports* shall be protected from incompatible land uses and development by:

- a) prohibiting new residential *development* and other sensitive land uses in areas near *airports* above 30 NEF/NEP;
- b) considering redevelopment of existing residential uses and other sensitive land uses or infilling of residential and other sensitive land uses in areas above 30 NEF/NEP

only if it has been demonstrated that there will be no negative impacts on the long-term function of the *airport*; and

- c) discouraging land uses which may cause a potential aviation safety hazard.

1.6.10 Waste Management

1.6.10.1 *Waste management systems* need to be provided that are of an appropriate size and type to accommodate present and future requirements, and facilitate, encourage and promote reduction, reuse and recycling objectives. ~~Planning authorities should consider the implications of development and land use patterns on waste generation, management and diversion.~~

Waste management systems shall be located and designed in accordance with provincial legislation and standards.

1.6.11 Energy supply

1.6.11.1 Planning authorities should provide opportunities for the development of energy supply including electricity generation facilities and transmission and distribution systems, ~~to accommodate current~~ district energy, and ~~projected needs.~~

~~1.6.11.2 Planning authorities should promote~~ *renewable energy systems and alternative energy systems, where feasible, in accordance with provincial and federal requirements* to accommodate current and projected needs.

1.7 Long-Term Economic Prosperity

1.7.1 Long-term economic prosperity should be supported by:

- a) promoting opportunities for economic development and community investment-readiness;
- b) encouraging residential uses to respond to dynamic market-based needs and provide necessary housing supply and range of housing options for a diverse workforce;
- c) ~~b)~~ optimizing the long-term availability and use of land, resources, *infrastructure, electricity generation facilities and transmission and distribution systems, and public service facilities;*
- d) ~~e)~~ maintaining and, where possible, enhancing the vitality and viability of downtowns and mainstreets;
- e) ~~e)~~ encouraging a sense of place, by promoting well-designed built form and cultural planning, and by conserving features that help define character, including *built heritage resources and cultural heritage landscapes;*
- f) ~~e)~~ promoting the redevelopment of *brownfield sites;*

- g) ~~f)~~ providing for an efficient, cost-effective, reliable *multimodal transportation system* that is integrated with adjacent systems and those of other jurisdictions, and is appropriate to address projected needs to support the movement of goods and people;
- h) ~~g)~~ providing opportunities for sustainable tourism development;
- i) ~~h)~~ sustaining and enhancing the viability of the *agricultural system* through protecting agricultural resources, minimizing land use conflicts, providing opportunities to support local food, and ~~promoting~~ maintaining and improving the sustainability of agri- food and agriproduct businesses by protecting agricultural resources, and minimizing land use conflicts network;
- j) ~~i)~~ promoting energy conservation and providing opportunities for ~~development of renewable~~ increased energy ~~systems and alternative energy systems, including district energy~~ supply;
- k) ~~j)~~ minimizing negative impacts from a changing climate and considering the ecological benefits provided by nature; and
- l) ~~k)~~ encouraging efficient and coordinated communications and telecommunications infrastructure.

1.8 Energy Conservation, Air Quality and Climate Change

1.8.1 Planning authorities shall support energy conservation and efficiency, improved air quality, reduced greenhouse gas emissions, and preparing for the impacts of a changing climate ~~change adaptation~~ through land use and development patterns which:

- a) promote compact form and a structure of nodes and corridors;
- b) promote the use of *active transportation* and transit in and between residential, employment (including commercial and industrial) and institutional uses and other areas;
- c) focus major employment, commercial and other travel-intensive land uses on sites which are well served by transit where this exists or is to be developed, or designing these to facilitate the establishment of transit in the future;
- d) focus freight-intensive land uses to areas well served by major highways, *airports, rail facilities* and *marine facilities*;
- e) encourage transit-supportive development and intensification to improve the mix of employment and housing uses to shorten commute journeys and decrease transportation congestion;
- f) promote design and orientation which:
 - ~~+~~ maximizes energy efficiency and conservation, and considers the mitigating effects of vegetation; and

~~2. maximizes opportunities for the use of renewable energy systems and alternative energy systems~~ *green infrastructure*; and

- g) maximize vegetation within settlement areas, where feasible.

2.0 Wise Use and Management of Resources

Ontario's long-term prosperity, environmental health, and social well-being depend on conserving biodiversity, protecting the health of the Great Lakes, and protecting natural heritage, water, agricultural, mineral and cultural heritage and archaeological resources for their economic, environmental and social benefits.

Accordingly:

2.1 Natural Heritage

2.1.1 Natural features and areas shall be protected for the long term.

2.1.2 The diversity and connectivity of natural features in an area, and the long-term *ecological function* and biodiversity of *natural heritage systems*, should be maintained, restored or, where possible, improved, recognizing linkages between and among *natural heritage features and areas*, *surface water features* and *ground water features*.

2.1.3 *Natural heritage systems* shall be identified in Ecoregions 6E & 7E¹, recognizing that *natural heritage systems* will vary in size and form in *settlement areas*, *rural areas*, and *prime agricultural areas*.

2.1.4 *Development and site alteration* shall not be permitted in:

- a) *significant wetlands* in Ecoregions 5E, 6E and 7E¹; and
- b) *significant coastal wetlands*.

2.1.5 *Development and site alteration* shall not be permitted in:

- a) *significant wetlands* in the Canadian Shield north of Ecoregions 5E, 6E and 7E¹;
- b) *significant woodlands* in Ecoregions 6E and 7E (excluding islands in Lake Huron and the St. Marys River)¹;
- c) *significant valleylands* in Ecoregions 6E and 7E (excluding islands in Lake Huron and the St. Marys River)¹;
- d) *significant wildlife habitat*;
- e) *significant areas of natural and scientific interest*; and
- f) *coastal wetlands* in Ecoregions 5E, 6E and 7E¹ that are not subject to policy 2.1.4(b) unless it has been demonstrated that there will be no *negative impacts* on the natural features or their *ecological functions*.

¹ Ecoregions 5E, 6E and 7E are shown on Figure 1.

2.1.6 *Development and site alteration shall not be permitted in fish habitat except in accordance with provincial and federal requirements.*

2.1.7 *Development and site alteration shall not be permitted in habitat of endangered species and threatened species, except in accordance with provincial and federal requirements.*

2.1.8 *Development and site alteration shall not be permitted on adjacent lands to the natural heritage features and areas identified in policies 2.1.4, 2.1.5, and 2.1.6 unless the ecological function of the adjacent lands has been evaluated and it has been demonstrated that there will be no negative impacts on the natural features or on their ecological functions.*

2.1.9 Nothing in policy 2.1 is intended to limit the ability of agricultural uses to continue.

2.2 Water

2.2.1 Planning authorities shall protect, improve or restore the *quality and quantity of water* by:

- a) using the *watershed* as the ecologically meaningful scale for integrated and long-term planning, which can be a foundation for considering cumulative impacts of development;
- b) minimizing potential *negative impacts*, including cross-jurisdictional and cross-watershed impacts;
- c) [evaluating and preparing for the impacts of a changing climate to water resource systems at the watershed level;](#)
- d) ➔ identifying water resource systems consisting of *ground water features, hydrologic functions, natural heritage features and areas, and surface water features* including shoreline areas, which are necessary for the ecological and hydrological integrity of the *watershed*;
- e) ➔ maintaining linkages and related functions among *ground water features, hydrologic functions, natural heritage features and areas, and surface water features* including shoreline areas;
- f) ➔ implementing necessary restrictions on *development and site alteration* to:
 - 1. protect all municipal drinking water supplies and *designated vulnerable areas*; and
 - 2. protect, improve or restore *vulnerable surface and ground water, sensitive surface water features and sensitive ground water features, and their hydrologic functions*;
- g) ➔ planning for efficient and sustainable use of water resources, through practices for water conservation and sustaining water quality;

- h) ~~g)~~ ensuring consideration of environmental lake capacity, where applicable; and
- i) ~~h)~~ ensuring stormwater management practices minimize stormwater volumes and contaminant loads, and maintain or increase the extent of vegetative and pervious surfaces.

2.2.2 *Development and site alteration* shall be restricted in or near *sensitive surface water features* and *sensitive ground water features* such that these features and their related *hydrologic functions* will be protected, improved or restored.

Mitigative measures and/or alternative development approaches may be required in order to protect, improve or restore *sensitive surface water features*, *sensitive ground water features*, and their *hydrologic functions*.

2.3 Agriculture

2.3.1 *Prime agricultural areas* shall be protected for long-term use for agriculture.

Prime agricultural areas are areas where *prime agricultural lands* predominate. *Specialty crop areas* shall be given the highest priority for protection, followed by Canada Land Inventory Class 1, 2, and 3 lands, and any associated Class 4 through 7 lands within the *prime agricultural area*, in this order of priority.

2.3.2 Planning authorities shall designate *prime agricultural areas* and *specialty crop areas* in accordance with guidelines developed by the Province, as amended from time to time.

Planning authorities are encouraged to use an *agricultural system* approach to maintain and enhance the geographic continuity of the agricultural land base and the functional and economic connections to the *agri-food network*.

2.3.3 Permitted Uses

2.3.3.1 In *prime agricultural areas*, permitted uses and activities are: *agricultural uses*, *agriculture-related uses* and *on-farm diversified uses*.

Proposed *agriculture-related uses* and *on-farm diversified uses* shall be compatible with, and shall not hinder, surrounding agricultural operations. Criteria for these uses may be based on guidelines developed by the Province or municipal approaches, as set out in municipal planning documents, which achieve the same objectives.

2.3.3.2 In *prime agricultural areas*, all types, sizes and intensities of *agricultural uses* and *normal farm practices* shall be promoted and protected in accordance with provincial standards.

2.3.3.3 New land uses in *prime agricultural areas*, including the creation of lots, and new or expanding livestock facilities, shall comply with the *minimum distance separation formulae*.

2.3.4 Lot Creation and Lot Adjustments

2.3.4.1 Lot creation in *prime agricultural areas* is discouraged and may only be permitted for:

- a) *agricultural uses*, provided that the lots are of a size appropriate for the type of agricultural use(s) common in the area and are sufficiently large to maintain flexibility for future changes in the type or size of agricultural operations;
- b) *agriculture-related uses*, provided that any new lot will be limited to a minimum size needed to accommodate the use and appropriate *sewage and water services*;
- c) a *residence surplus to a farming operation* as a result of farm consolidation, provided that:
 - 1. the new lot will be limited to a minimum size needed to accommodate the use and appropriate *sewage and water services*; and
 - 2. the planning authority ensures that new residential dwellings are prohibited on any remnant parcel of farmland created by the severance. The approach used to ensure that no new residential dwellings are permitted on the remnant parcel may be recommended by the Province, or based on municipal approaches which achieve the same objective; and
- d) *infrastructure*, where the facility or corridor cannot be accommodated through the use of easements or rights-of-way.

2.3.4.2 Lot adjustments in *prime agricultural areas* may be permitted for *legal or technical reasons*.

2.3.4.3 The creation of new residential lots in *prime agricultural areas* shall not be permitted, except in accordance with policy 2.3.4.1 (c).

2.3.5 Removal of Land from Prime Agricultural Areas

2.3.5.1 Planning authorities may only exclude land from *prime agricultural areas* for expansions of or identification of *settlement areas* in accordance with policy 1.1.3.8.

2.3.6 Non-Agricultural Uses in Prime Agricultural Areas

2.3.6.1 Planning authorities may only permit non-agricultural uses in *prime agricultural areas* for:

- a) extraction of *minerals, petroleum resources* and *mineral aggregate resources*, ~~in accordance with policies 2.4 and 2.5~~; or
- b) limited non-residential uses, provided that all of the following are demonstrated:
 - 1. the land does not comprise a *specialty crop area*;
 - 2. The proposed use complies with the *minimum distance separation formulae*;

3. there is an identified need within the planning horizon provided for in policy 1.1.2 for additional land ~~to be designated~~ to accommodate the proposed use; and
4. alternative locations have been evaluated, and
 - i. there are no reasonable alternative locations which avoid *prime agricultural areas*; and
 - ii. there are no reasonable alternative locations in *prime agricultural areas* with lower priority agricultural lands.

2.3.6.2 Impacts from any new or expanding non-agricultural uses on surrounding agricultural operations and lands are to be mitigated to the extent feasible.

2.4 Minerals and Petroleum

2.4.1 *Minerals and petroleum resources* shall be protected for long-term use.

2.4.2 Protection of Long-Term Resource Supply

2.4.2.1 *Mineral mining operations and petroleum resource operations* shall be identified and protected from *development* and activities that would preclude or hinder their expansion or continued use or which would be incompatible for reasons of public health, public safety or environmental impact.

2.4.2.2 Known *mineral deposits*, known *petroleum resources* and *significant areas of mineral potential* shall be identified and *development* and activities in these resources or on *adjacent lands* which would preclude or hinder the establishment of new operations or access to the resources shall only be permitted if:

- a) resource use would not be feasible; or
- b) the proposed land use or development serves a greater long-term public interest; and
- c) issues of public health, public safety and environmental impact are addressed.

2.4.3 Rehabilitation

2.4.3.1 Rehabilitation to accommodate subsequent land uses shall be required after extraction and other related activities have ceased. Progressive rehabilitation should be undertaken wherever feasible.

2.4.4 Extraction in Prime Agricultural Areas

2.4.4.1 Extraction of *minerals* and *petroleum resources* is permitted in *prime agricultural areas* provided that the site will be rehabilitated.

2.5 Mineral Aggregate Resources

2.5.1 *Mineral aggregate resources* shall be protected for long-term use and, where provincial information is available, *deposits of mineral aggregate resources* shall be identified.

2.5.2 Protection of Long-Term Resource Supply

2.5.2.1 As much of the *mineral aggregate resources* as is realistically possible shall be made available as close to markets as possible.

Demonstration of need for *mineral aggregate resources*, including any type of supply/demand analysis, shall not be required, notwithstanding the availability, designation or licensing for extraction of *mineral aggregate resources* locally or elsewhere.

2.5.2.2 Extraction shall be undertaken in a manner which minimizes social, economic and environmental impacts.

2.5.2.3 *Mineral aggregate resource conservation* shall be undertaken, including through the use of accessory aggregate recycling facilities within operations, wherever feasible.

2.5.2.4 *Mineral aggregate operations* shall be protected from *development* and activities that would preclude or hinder their expansion or continued use or which would be incompatible for reasons of public health, public safety or environmental impact. Existing *mineral aggregate operations* shall be permitted to continue without the need for official plan amendment, rezoning or development permit under the *Planning Act*. [Where the Aggregate Resources Act applies, only processes under the Aggregate Resources Act shall address the depth of extraction of new or existing mineral aggregate operations.](#) When a license for extraction or operation ceases to exist, policy 2.5.2.5 continues to apply.

2.5.2.5 In known *deposits of mineral aggregate resources* and on *adjacent lands*, *development* and activities which would preclude or hinder the establishment of new operations or access to the resources shall only be permitted if:

- a) resource use would not be feasible; or
- b) the proposed land use or development serves a greater long-term public interest; and
- c) issues of public health, public safety and environmental impact are addressed.

2.5.3 Rehabilitation

2.5.3.1 Progressive and final rehabilitation shall be required to accommodate subsequent land uses, to promote land use compatibility, to recognize the interim nature of extraction, and to mitigate negative impacts to the extent possible. Final rehabilitation shall take surrounding land use and approved land use designations into consideration.

2.5.3.2 *Comprehensive rehabilitation* planning is encouraged where there is a concentration of mineral aggregate operations.

2.5.3.3 In parts of the Province not designated under the *Aggregate Resources Act*, rehabilitation standards that are compatible with those under the Act should be adopted for extraction operations on private lands.

2.5.4 Extraction in Prime Agricultural Areas

2.5.4.1 In *prime agricultural areas*, on *prime agricultural land*, extraction of *mineral aggregate resources* is permitted as an interim use provided that the site will be rehabilitated back to an *agricultural condition*.

Complete rehabilitation to an *agricultural condition* is not required if:

- a) outside of a *specialty crop area*, there is a substantial quantity of *mineral aggregate resources* below the water table warranting extraction, or the depth of planned extraction in a quarry makes restoration of pre-extraction agricultural capability unfeasible;
- b) in a *specialty crop area*, there is a substantial quantity of *high quality mineral aggregate resources* below the water table warranting extraction, and the depth of planned extraction makes restoration of pre-extraction agricultural capability unfeasible;
- c) other alternatives have been considered by the applicant and found unsuitable. The consideration of other alternatives shall include resources in areas of Canada Land Inventory Class 4 through 7 lands, resources on lands identified as *designated growth areas*, and resources on *prime agricultural lands* where rehabilitation is feasible. Where no other alternatives are found, *prime agricultural lands* shall be protected in this order of priority: *specialty crop areas*, Canada Land Inventory Class 1, 2 and 3 lands; and
- d) agricultural rehabilitation in remaining areas is maximized.

2.5.5 Wayside Pits and Quarries, Portable Asphalt Plants and Portable Concrete Plants

2.5.5.1 *Wayside pits and quarries, portable asphalt plants and portable concrete plants* used on public authority contracts shall be permitted, without the need for an official plan amendment, rezoning, or development permit under the *Planning Act* in all areas, except those areas of existing development or particular environmental sensitivity which have been determined to be incompatible with extraction and associated activities.

2.6 Cultural Heritage and Archaeology

2.6.1 *Significant built heritage resources and significant cultural heritage landscapes* shall be conserved.

- 2.6.2** *Development and site alteration shall not be permitted on lands containing archaeological resources or areas of archaeological potential unless significant archaeological resources have been conserved.*
- 2.6.3** Planning authorities shall not permit *development and site alteration on adjacent lands to protected heritage property* except where the proposed *development and site alteration* has been evaluated and it has been demonstrated that the *heritage attributes* of the *protected heritage property* will be *conserved*.
- 2.6.4** Planning authorities should consider and promote archaeological management plans and cultural plans in conserving cultural heritage and archaeological resources.
- 2.6.5** Planning authorities shall engage with Indigenous communities and consider ~~the~~their interests ~~of Aboriginal communities in conserving~~when identifying, protecting and managing cultural heritage and archaeological resources.

3.0 Protecting Public Health and Safety

Ontario's long-term prosperity, environmental health and social well-being depend on reducing the potential for public cost or risk to Ontario's residents from natural or human-made hazards. Development shall be directed away from areas of natural or human-made hazards where there is an unacceptable risk to public health or safety or of property damage, and not create new or aggravate existing hazards.

Mitigating potential risk to public health or safety or of property damage from natural hazards, including the risks that may be associated with the impacts of a changing climate, will require the Province, planning authorities, and conservation authorities to work together.

Accordingly:

3.1 Natural Hazards

3.1.1 Development shall generally be directed, in accordance with guidance developed by the Province (as amended from time to time), to areas outside of:

- a) hazardous lands adjacent to the shorelines of the Great Lakes - St. Lawrence River System and large inland lakes which are impacted by flooding hazards, erosion hazards and/or dynamic beach hazards;
- b) *hazardous lands* adjacent to *river, stream and small inland lake systems* which are impacted by *flooding hazards* and/or *erosion hazards*; and
- c) *hazardous sites*.

3.1.2 *Development and site alteration* shall not be permitted within:

- a) the dynamic beach hazard;
- b) *defined portions of the flooding hazard along connecting channels* (the St. Marys, St. Clair, Detroit, Niagara and St. Lawrence Rivers);
- c) areas that would be rendered inaccessible to people and vehicles during times of *flooding hazards, erosion hazards* and/or *dynamic beach hazards*, unless it has been demonstrated that the site has safe access appropriate for the nature of the *development* and the natural hazard; and
- d) a *floodway* regardless of whether the area of inundation contains high points of land not subject to flooding.

3.1.3 Planning authorities shall ~~consider~~prepare for the ~~potential~~ impacts of a changing climate change that may increase the risk associated with natural hazards.

3.1.4 Despite policy 3.1.2, *development and site alteration* may be permitted in certain areas associated with the *flooding hazard* along *river, stream and small inland lake systems*:

- a) in those exceptional situations where a *Special Policy Area* has been approved. The designation of a *Special Policy Area*, and any change or modification to the official plan policies, land use designations or boundaries applying to *Special Policy Area*

lands, must be approved by the Ministers of Municipal Affairs and Housing and Natural Resources [and Forestry](#) prior to the approval authority approving such changes or modifications; or

- b) where the *development* is limited to uses which by their nature must locate within the *floodway*, including flood and/or erosion control works or minor additions or passive non-structural uses which do not affect flood flows.

3.1.5 *Development* shall not be permitted to locate in *hazardous lands* and *hazardous sites* where the use is:

- a) an *institutional use* including hospitals, long-term care homes, retirement homes, pre-schools, school nurseries, day cares and schools;
- b) an *essential emergency service* such as that provided by fire, police and ambulance stations and electrical substations; or
- c) uses associated with the disposal, manufacture, treatment or storage of *hazardous substances*.

3.1.6 Where the *two zone concept* for *flood plains* is applied, *development* and *site alteration* may be permitted in the *flood fringe*, subject to appropriate floodproofing to the *flood hazard* elevation or another *flood hazard* standard approved by the Minister of Natural Resources [and Forestry](#).

3.1.7 Further to policy 3.1.6, and except as prohibited in policies 3.1.2 and 3.1.5, *development* and *site alteration* may be permitted in those portions of *hazardous lands* and *hazardous sites* where the effects and risk to public safety are minor, could be mitigated in accordance with provincial standards, and where all of the following are demonstrated and achieved:

- a) *development* and *site alteration* is carried out in accordance with *floodproofing standards*, *protection works standards*, and *access standards*;
- b) vehicles and people have a way of safely entering and exiting the area during times of flooding, erosion and other emergencies;
- c) new hazards are not created and existing hazards are not aggravated; and
- d) no adverse environmental impacts will result.

3.1.8 *Development* shall generally be directed to areas outside of lands that are unsafe for *development* due to the presence of *hazardous forest types* for *wildland fire*.

Development may however be permitted in lands with *hazardous forest types* for *wildland fire* where the risk is mitigated in accordance with *wildland fire assessment and mitigation standards*.

3.2 Human-Made Hazards

- 3.2.1** Development on, abutting or adjacent to lands affected by *mine hazards; oil, gas and salt hazards; or former mineral mining operations, mineral aggregate operations or petroleum resource operations* may be permitted only if rehabilitation or other measures to address and mitigate known or suspected hazards are under way or have been completed.
- 3.2.2** Sites with contaminants in land or water shall be assessed and remediated as necessary prior to any activity on the site associated with the proposed use such that there will be no *adverse effects*.
- 3.2.3** Planning authorities should support, where feasible, on-site and local re-use of excess soil through planning and development approvals while protecting human health and the environment.

4.0 Implementation and Interpretation

4.1 This Provincial Policy Statement applies to all decisions in respect of the exercise of any authority that affects a planning matter made on or after ~~April 30, 2014~~May 1, 2020.

4.2 ~~In accordance with section 3 of the *Planning Act*, a decision of the council of a municipality, a local board, a planning board, a minister of the Crown and a ministry, board, commission or agency of the government, including the Municipal Board, in respect of the exercise of any authority that affects a planning matter, “shall be consistent with” this Provincial Policy Statement~~This Provincial Policy Statement shall be read in its entirety and all relevant policies are to be applied to each situation.

~~Comments, submissions or advice that affect a planning matter that are provided by the council of a municipality, a local board, a planning board, a minister or ministry, board, commission or agency of the government “shall be consistent with” this Provincial Policy Statement.~~

4.3 This Provincial Policy Statement shall be implemented in a manner that is consistent with the recognition and affirmation of existing Aboriginal and treaty rights in section 35 of the *Constitution Act, 1982*.

4.4 This Provincial Policy Statement shall be ~~read~~implemented ~~in its entirety and all relevant policies are to be applied to each situation~~a manner that is consistent with Ontario Human Rights Code and the Canadian Charter of Rights and Freedoms.

4.5 In implementing the Provincial Policy Statement, the Minister of Municipal Affairs and Housing may take into account other considerations when making decisions to support strong communities, a clean and healthy environment and the economic vitality of the Province.

~~4.6 This Provincial Policy Statement shall be implemented in a manner that is consistent with the Ontario Human Rights Code and the Canadian Charter of Rights and Freedoms.~~

~~4.7~~ The official plan is the most important vehicle for implementation of this Provincial Policy Statement. Comprehensive, integrated and long-term planning is best achieved through official plans.

Official plans shall identify provincial interests and set out appropriate land use designations and policies. To determine the significance of some natural heritage features and other resources, evaluation may be required.

~~Official plans should also coordinate cross boundary matters to complement the actions of other planning authorities and promote mutually beneficial solutions. Official plans shall provide clear, reasonable and attainable policies to protect provincial interests and direct development to suitable areas.~~

In order to protect provincial interests, planning authorities shall keep their official plans up-to-date with this Provincial Policy Statement. The policies of this Provincial Policy Statement continue to apply after adoption and approval of an official plan.

- ~~4.8 — Zoning and development permit by laws are important for implementation of this Provincial Policy Statement. Planning authorities shall keep their zoning and development permit by laws up to date with their official plans and this Provincial Policy Statement.~~
- ~~4.9 — The policies of this Provincial Policy Statement represent minimum standards. This Provincial Policy Statement does not prevent planning authorities and decision makers from going beyond the minimum standards established in specific policies, unless doing so would conflict with any policy of this Provincial Policy Statement.~~
- ~~4.10 — A wide range of legislation, regulations, policies, and plans may apply to decisions with respect to *Planning Act* applications. In some cases, a *Planning Act* proposal may also require approval under other legislation or regulation, and policies and plans issued under other legislation may also apply.~~
- ~~4.11~~ In addition to land use approvals under the *Planning Act*, *infrastructure* may also require approval under other legislation and regulations. An environmental assessment process may be ~~applied to~~required for new *infrastructure* and modifications to existing *infrastructure* under applicable legislation.
- ~~There may be circumstances where land use~~Wherever possible and practical, approvals under the *Planning Act* ~~may be integrated with approvals under~~and other legislation, ~~for example, integrating the planning processes and approvals under the *Environmental Assessment Act* and the *Planning Act*, or regulations should be integrated~~ provided the intent and requirements of both ~~Acts~~processes are met.
- ~~4.12 — Provincial plans shall be read in conjunction with this Provincial Policy Statement and take precedence over policies in this Provincial Policy Statement to the extent of any conflict, except where legislation establishing provincial plans provides otherwise. Examples of these are plans created under the *Niagara Escarpment Planning and Development Act*, the *Ontario Planning and Development Act, 1994*, the *Oak Ridges Moraine Conservation Act, 2001*, the *Greenbelt Act, 2005* and the *Places to Grow Act, 2005*.~~
- ~~4.13 — Within the Great Lakes — St. Lawrence River Basin, there may be circumstances where planning authorities should consider agreements related to the protection or restoration of the Great Lakes — St. Lawrence River Basin. Examples of these agreements include Great Lakes agreements between Ontario and Canada, between Ontario, Quebec and the Great Lakes States of the United States of America, and between Canada and the United States of America.~~
- ~~4.14~~ The Province, in consultation with municipalities, Indigenous communities, other public bodies and stakeholders shall identify performance indicators for measuring the effectiveness of some or all of the policies. The Province shall monitor their

implementation, including reviewing performance indicators concurrent with any review of this Provincial Policy Statement.

- 4.159** Municipalities are encouraged to ~~establish performance indicators to~~ monitor and report on the implementation of the policies in their official plans in accordance with any reporting requirements, data standards and any other guidelines that may be issued by the Minister.

6.0 Definitions

Access standards: means methods or procedures to ensure safe vehicular and pedestrian movement, and access for the maintenance and repair of protection works, during times of *flooding hazards, erosion hazards and/or other water-related hazards*.

Active transportation: means human-powered travel, including but not limited to, walking, cycling, inline skating and travel with the use of mobility aids, including motorized wheelchairs and other power-assisted devices moving at a comparable speed.

Adjacent lands: means

- a) for the purposes of policy 1.6.8.3, those lands contiguous to existing or planned corridors and transportation facilities where *development* would have a negative impact on the corridor or facility. The extent of the *adjacent lands* may be recommended in guidelines developed by the Province or based on municipal approaches that achieve the same objectives;
- b) for the purposes of policy 2.1.8, those lands contiguous to a specific *natural heritage feature or area* where it is likely that *development* or *site alteration* would have a *negative impact* on the feature or area. The extent of the *adjacent lands* may be recommended by the Province or based on municipal approaches which achieve the same objectives;
- c) for the purposes of policies 2.4.2.2 and 2.5.2.5, those lands contiguous to lands on the surface of known *petroleum resources, mineral deposits, or deposits of mineral aggregate resources* where it is likely that *development* would constrain future access to the resources. The extent of the *adjacent lands* may be recommended by the Province; and
- d) for the purposes of policy 2.6.3, those lands contiguous to a *protected heritage property* or as otherwise defined in the municipal official plan.

Adverse effects: as defined in the *Environmental Protection Act*, means one or more of:

- a) impairment of the quality of the natural environment for any use that can be made of it;
- b) injury or damage to property or plant or animal life;
- c) harm or material discomfort to any person;
- d) an adverse effect on the health of any person;
- e) impairment of the safety of any person;
- f) rendering any property or plant or animal life unfit for human use;
- g) loss of enjoyment of normal use of property; and
- h) interference with normal conduct of business.

Affordable: means

- a) in the case of ownership housing, the least expensive of:
 - 1. housing for which the purchase price results in annual accommodation costs which do not exceed 30 percent of gross annual household income for *low and moderate income households*; or
 - 2. housing for which the purchase price is at least 10 percent below the average purchase price of a resale unit in the *regional market area*;
- b) in the case of rental housing, the least expensive of:
 - 1. a unit for which the rent does not exceed 30 percent of gross annual household income for *low and moderate income households*; or
 - 2. a unit for which the rent is at or below the average market rent of a unit in the *regional market area*.

Agricultural condition: means

- a) in regard to *specialty crop areas*, a condition in which substantially the same areas and same average soil capability for agriculture are restored, the same range and productivity of specialty crops common in the area can be achieved, and, where applicable, the microclimate on which the site and surrounding area may be dependent for specialty crop production will be maintained or restored; and
- b) in regard to *prime agricultural land* outside of *specialty crop areas*, a condition in which substantially the same areas and same average soil capability for agriculture are restored.

Agricultural System: A system comprised of a group of inter-connected elements that collectively create a viable, thriving agricultural sector. It has two components:

- a) An agricultural land base comprised of *prime agricultural areas*, including *specialty crop areas*, and *rural lands* that together create a continuous productive land base for agriculture; and
- b) An *agri-food network* which includes *infrastructure*, *services*, and *assets* important to the viability of the *agri-food* sector.

Agricultural uses: means the growing of crops, including nursery, biomass, and horticultural crops; raising of livestock; raising of other animals for food, fur or fibre, including poultry and fish; aquaculture; apiaries; agro-forestry; maple syrup production; and associated on- farm buildings and structures, including, but not limited to livestock facilities, manure storages, value-retaining facilities, and accommodation for full-time farm labour when the size and nature of the operation requires additional employment.

Agri-food network: Within the *agricultural system*, a network that includes elements important to the viability of the *agri-food* sector such as *regional infrastructure* and *transportation networks*; *on-farm buildings* and *infrastructure*; *agricultural services*, *farm markets*, *distributors*, and *primary processing*; and *vibrant, agriculture-supportive communities*.

Agri-tourism uses: means those farm-related tourism uses, including limited accommodation such as a bed and breakfast, that promote the enjoyment, education or activities related to the farm operation.

Agriculture-related uses: means those farm- related commercial and farm-related industrial uses that are directly related to farm operations in the area, support agriculture, benefit from being in close proximity to farm operations, and provide direct products and/or services to farm operations as a primary activity.

Airports: means all Ontario airports, including designated lands for future airports, with Noise Exposure Forecast (NEF)/Noise Exposure Projection (NEP) mapping.

Alternative energy system: means a system that uses sources of energy or energy conversion processes to produce power, heat and/or cooling that significantly reduces the amount of harmful emissions to the environment (air, earth and water) when compared to conventional energy systems.

Archaeological resources: includes artifacts, archaeological sites, marine archaeological sites, as defined under the *Ontario Heritage Act*. The identification and evaluation of such resources are based upon archaeological fieldwork undertaken in accordance with the *Ontario Heritage Act*.

Areas of archaeological potential: means areas with the likelihood to contain *archaeological resources*. ~~Methods~~Criteria to identify archaeological potential are established by the Province, ~~but municipal approaches which achieve the same objectives may also be used~~. The *Ontario Heritage Act* requires archaeological potential to be confirmed ~~through archaeological fieldwork~~by a licensed archaeologist.

Areas of mineral potential: means areas favourable to the discovery of *mineral deposits* due to geology, the presence of known *mineral deposits* or other technical evidence.

Areas of natural and scientific interest (ANSI): means areas of land and water containing natural landscapes or features that have been identified as having life science or earth science values related to protection, scientific study or education.

Brownfield sites: means undeveloped or previously developed properties that may be contaminated. They are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict or vacant.

Built heritage resource: means a building, structure, monument, installation or any manufactured or constructed part or remnant that contributes to a property's cultural heritage value or interest as identified by a community, including an ~~Aboriginal~~Indigenous community. *Built heritage resources* are ~~generally~~ located on property that ~~has been~~may be designated under Parts IV or V of the *Ontario Heritage Act*, or that may be included on local, provincial, federal and/or ~~federal~~international registers.

Coastal wetland: means

- a) any *wetland* that is located on one of the Great Lakes or their connecting channels (Lake St. Clair, St. Marys, St. Clair, Detroit, Niagara and St. Lawrence Rivers); or
- b) any other *wetland* that is on a tributary to any of the above-specified water bodies and lies, either wholly or in part, downstream of a line located 2 kilometres upstream of the 1:100 year floodline (plus wave run-up) of the large water body to which the tributary is connected.

Comprehensive rehabilitation: means rehabilitation of land from which *mineral aggregate resources* have been extracted that is coordinated and complementary, to the extent possible, with the rehabilitation of other sites in an area where there is a high concentration of *mineral aggregate operations*.

Comprehensive review: means

- a) for the purposes of policies 1.1.3.8, [1.1.3.9](#) and ~~1.3.2.2~~[1.3.2.4](#), an official plan review which is initiated by a planning authority, or an official plan amendment which is initiated or adopted by a planning authority, which:
 - 1. is based on a review of population and employment projections and which reflect projections and allocations by upper-tier municipalities and provincial plans, where applicable; considers alternative directions for growth or development; and determines how best to accommodate the development while protecting provincial interests;
 - 2. utilizes opportunities to accommodate projected growth or development through intensification and redevelopment; and considers physical constraints to accommodating the proposed development within existing settlement area boundaries;
 - 3. is integrated with planning for infrastructure and public service facilities, and considers financial viability over the life cycle of these assets, which may be demonstrated through asset management planning;
 - 4. confirms sufficient water quality, quantity and assimilative capacity of receiving water are available to accommodate the proposed development;
 - 5. confirms that sewage and water services can be provided in accordance with policy 1.6.6; and
 - 6. considers cross-jurisdictional issues.
- b) for the purposes of policy 1.1.6, means a review undertaken by a planning authority or comparable body which:
 - 1. addresses long-term population projections, infrastructure requirements and related matters;
 - 2. confirms that the lands to be developed do not comprise specialty crop areas in accordance with policy 2.3.2; and
 - 3. considers cross-jurisdictional issues.

In undertaking a comprehensive review the level of detail of the assessment should correspond with the complexity and scale of the settlement boundary or development proposal.

Conserved: means the identification, protection, management and use of *built heritage resources, cultural heritage landscapes* and *archaeological resources* in a manner that ensures their cultural heritage value or interest is retained ~~under the Ontario Heritage Act~~. This may be achieved by the implementation of recommendations set out in a conservation plan, archaeological assessment, and/or heritage impact assessment that has been approved, accepted or adopted by the relevant planning authority and/or decision-maker. Mitigative measures and/or alternative development approaches can be included in these plans and assessments.

Cultural heritage landscape: means a defined geographical area that may have been modified by human activity and is identified as having cultural heritage value or interest by a community, including an ~~Aboriginal/Indigenous~~ community. The area may ~~involve~~include features such as buildings, structures, spaces, views, archaeological sites or natural elements that are valued together for their interrelationship, meaning or association. ~~Examples may include, but are not limited to, heritage conservation districts designated~~Cultural heritage landscapes may be properties that have been determined to have cultural heritage value or interest under the Ontario Heritage Act; villages, parks, gardens, battlefields, mainstreets and neighbourhoods, cemeteries, railways, viewsheds, natural areas and industrial complexes of heritage significance; and areas recognized by, or have been included on federal and/or international designation authorities (e.g. a National Historic Site or District ~~designation registers, and/or a U.N.E.S.C.O. World Heritage Site~~)protected through official plan, zoning by-law, or other land use planning mechanisms.

Defined portions of the ~~one hundred year flood level~~flooding hazard along connecting channels: means those areas which are critical to the conveyance of the flows associated with the *one hundred year flood level* along the St. Marys, St. Clair, Detroit, Niagara and St. Lawrence Rivers, where *development* or *site alteration* will create *flood*ing hazards, cause updrift and/or downdrift impacts and/or cause adverse environmental impacts.

Deposits of mineral aggregate resources: means an area of identified *mineral aggregate resources*, as delineated in Aggregate Resource Inventory Papers or comprehensive studies prepared using evaluation procedures established by the Province for surficial and bedrock resources, as amended from time to time, that has a sufficient quantity and quality to warrant present or future extraction.

Designated and available: means lands designated in the official plan for urban residential use. For municipalities where more detailed official plan policies (e.g. secondary plans) are required before development applications can be considered for approval, only lands that have commenced the more detailed planning process are considered to be *designated and available* for the purposes of this definition.

Designated growth areas: means lands within *settlement areas* designated in an official plan for growth over the long-term planning horizon provided in policy 1.1.2, but which have not yet been fully developed. *Designated growth areas* include lands which are *designated and available* for residential growth in accordance with policy 1.4.1 (a), as well as lands required for employment and other uses.

Designated vulnerable area: means areas defined as vulnerable, in accordance with provincial standards, by virtue of their importance as a drinking water source.

Development: means the creation of a new lot, a change in land use, or the construction of buildings and structures, requiring approval under the *Planning Act*, but does not include:

- a) activities that create or maintain *infrastructure* authorized under an environmental assessment process;
- b) works subject to the *Drainage Act*; or
- c) for the purposes of policy 2.1.4(a), underground or surface mining of *minerals* or advanced exploration on mining lands in *significant areas of mineral potential* in Ecoregion 5E, where advanced exploration has the same meaning as under the *Mining Act*. Instead, those matters shall be subject to policy 2.1.5(a).

Dynamic beach hazard: means areas of inherently unstable accumulations of shoreline sediments along the *Great Lakes - St. Lawrence River System* and *large inland lakes*, as identified by provincial standards, as amended from time to time. The *dynamic beach hazard* limit consists of the *flooding hazard* limit plus a dynamic beach allowance.

Ecological function: means the natural processes, products or services that living and non-living environments provide or perform within or between species, ecosystems and landscapes. These may include biological, physical and socio-economic interactions.

Employment area: means those areas designated in an official plan for clusters of business and economic activities including, but not limited to, manufacturing, warehousing, offices, and associated retail and ancillary facilities.

Endangered species: means a species that is ~~listed or categorized~~ classified as an “Endangered Species” on the ~~Ontario Ministry of Natural Resources' official~~ Species at Risk in Ontario List, as updated and amended from time to time.

Erosion hazard: means the loss of land, due to human or natural processes, that poses a threat to life and property. The *erosion hazard* limit is determined using considerations that include the 100 year erosion rate (the average annual rate of recession extended over a one hundred year time span), an allowance for slope stability, and an erosion/erosion access allowance.

Essential emergency service: means services which would be impaired during an emergency as a result of flooding, the failure of floodproofing measures and/or protection works, and/or erosion.

Fish: means fish, which as defined in the *Fisheries Act*, includes fish, shellfish, crustaceans, and marine animals, at all stages of their life cycles.

Fish habitat: as defined in the *Fisheries Act*, means spawning grounds and any other areas, including nursery, rearing, food supply, and migration areas on which *fish* depend directly or indirectly in order to carry out their life processes.

Flood fringe: for *river, stream and small inland lake systems*, means the outer portion of the *flood plain* between the *floodway* and the *flooding hazard* limit. Depths and velocities of flooding are generally less severe in the flood fringe than those experienced in the *floodway*.

Flood plain: for *river, stream and small inland lake systems*, means the area, usually low lands adjoining a watercourse, which has been or may be subject to *flooding hazards*.

Flooding hazard: means the inundation, under the conditions specified below, of areas adjacent to a shoreline or a river or stream system and not ordinarily covered by water:

- a) along the shorelines of the Great Lakes - St. Lawrence River System and large inland lakes, the flooding hazard limit is based on the one hundred year flood level plus an allowance for wave uprush and other water- related hazards;
- b) along *river, stream and small inland lake systems*, the *flooding hazard* limit is the greater of:
 - 1. the flood resulting from the rainfall actually experienced during a major storm such as the Hurricane Hazel storm (1954) or the Timmins storm (1961), transposed over a specific watershed and combined with the local conditions, where evidence suggests that the storm event could have potentially occurred over watersheds in the general area;
 - 2. the *one hundred year flood*; and
 - 3. a flood which is greater than 1. or 2. which was actually experienced in a particular watershed or portion thereof as a result of ice jams and which has been approved as the standard for that specific area by the Minister of Natural Resources [and Forestry](#);
- c) except where the use of the *one hundred year flood* or the actually experienced event has been approved by the Minister of Natural Resources [and Forestry](#) as the standard for a specific watershed (where the past history of flooding supports the lowering of the standard).

Floodproofing standard: means the combination of measures incorporated into the basic design and/or construction of buildings, structures, or properties to reduce or eliminate *flooding hazards*, *wave uprush* and *other water- related hazards* along the shorelines of the *Great Lakes - St. Lawrence River System* and *large inland lakes*, and *flooding hazards* along *river, stream and small inland lake systems*.

Floodway: for *river, stream and small inland lake systems*, means the portion of the *flood plain* where *development* and *site alteration* would cause a danger to public health and safety or property damage.

Where the one zone concept is applied, the *floodway* is the entire contiguous *flood plain*.

Where the *two zone concept* is applied, the *floodway* is the contiguous inner portion of the *flood plain*, representing that area required for the safe passage of flood flow and/or that area where flood depths and/or velocities are considered to be such that they pose a potential threat to life

and/or property damage. Where the *two zone concept* applies, the outer portion of the *flood plain* is called the *flood fringe*.

Freight-supportive: in regard to land use patterns, means transportation systems and facilities that facilitate the movement of goods. This includes policies or programs intended to support efficient freight movement through the planning, design and operation of land use and transportation systems. Approaches may be recommended in guidelines developed by the Province or based on municipal approaches that achieve the same objectives.

Great Lakes - St. Lawrence River System: means the major water system consisting of Lakes Superior, Huron, St. Clair, Erie and Ontario and their connecting channels, and the St. Lawrence River within the boundaries of the Province of Ontario.

Green infrastructure: means natural and human-made elements that provide ecological and hydrological functions and processes. *Green infrastructure* can include components such as natural heritage features and systems, parklands, stormwater management systems, street trees, urban forests, natural channels, permeable surfaces, and green roofs.

Ground water feature: ~~refers to~~means water-related features in the earth's subsurface, including recharge/discharge areas, water tables, aquifers and unsaturated zones that can be defined by surface and subsurface hydrogeologic investigations.

Habitat of endangered species and threatened species: means

- ~~a) with respect to a species listed on the Species at Risk in Ontario List as an endangered or threatened species for which a regulation made under clause 55(1)(a) habitat within the meaning of Section 2 of the Endangered Species Act, 2007 is in force, the area prescribed by that regulation as the habitat of the species;~~
- ~~b) with respect to any other species listed on the Species at Risk in Ontario List as an endangered or threatened species, an area on which the species depends, directly or indirectly, to carry on its life processes, including life processes such as reproduction, rearing, hibernation, migration or feeding, as approved by the Ontario Ministry of Natural Resources; and~~
- ~~c) places in the areas described in clause (a) or (b), whichever is applicable, that are used by members of the species as dens, nests, hibernacula or other residences.~~

Hazardous forest types for wildland fire: means forest types assessed as being associated with the risk of high to extreme wildland fire using risk assessment tools established by the Ontario Ministry of Natural Resources and Forestry, as amended from time to time.

Hazardous lands: means property or lands that could be unsafe for development due to naturally occurring processes. Along the shorelines of the *Great Lakes - St. Lawrence River System*, this means the land, including that covered by water, between the international boundary, where applicable, and the furthest landward limit of the *flooding hazard*, *erosion hazard* or *dynamic beach hazard* limits. Along the shorelines of *large inland lakes*, this means the land, including that covered by water, between a defined offshore distance or depth and the furthest landward limit of the *flooding hazard*, *erosion hazard* or *dynamic beach hazard* limits.

Along river, stream and small inland lake systems, this means the land, including that covered by water, to the furthest landward limit of the *flooding hazard* or *erosion hazard* limits.

Hazardous sites: means property or lands that could be unsafe for *development* and *site alteration* due to naturally occurring hazards. These may include unstable soils (sensitive marine clays [leda], organic soils) or unstable bedrock (karst topography).

Hazardous substances: means substances which, individually, or in combination with other substances, are normally considered to pose a danger to public health, safety and the environment. These substances generally include a wide array of materials that are toxic, ignitable, corrosive, reactive, radioactive or pathological.

Heritage attributes: means the principal features or elements that contribute to a *protected heritage property's* cultural heritage value or interest, and may include the property's built, [constructed](#), or manufactured elements, as well as natural landforms, vegetation, water features, and its visual setting ([including e.g.](#) significant views or vistas to or from a *protected heritage property*).

High quality: means primary and secondary sand and gravel resources and bedrock resources as defined in the Aggregate Resource Inventory Papers (ARIP).

Housing options: means a range of housing types such as, but not limited to single- detached, semi-detached, rowhouses, townhouses, stacked townhouses, multiplexes, additional residential units, tiny homes, multi- residential buildings. The term can also refer to a variety of housing arrangements and forms such as, but not limited to life lease housing, co- ownership housing, co-operative housing, community land trusts, land lease community homes, *affordable* housing, housing for people with *special needs*, and housing related to employment, institutional or educational uses.

Hydrologic function: means the functions of the hydrological cycle that include the occurrence, circulation, distribution and chemical and physical properties of water on the surface of the land, in the soil and underlying rocks, and in the atmosphere, and water's interaction with the environment including its relation to living things.

Impacts of a changing climate: means the present and future consequences from changes in weather patterns at local and regional levels including extreme weather events and increased climate variability.

Individual on-site sewage services: means sewage systems, as defined in O. Reg. 332/12 under the *Building Code Act, 1992*, that are owned, operated and managed by the owner of the property upon which the system is located.

Individual on-site water services: means individual, autonomous water supply systems that are owned, operated and managed by the owner of the property upon which the system is located.

Infrastructure: means physical structures (facilities and corridors) that form the foundation for development. *Infrastructure* includes: sewage and water systems, septage treatment systems, stormwater management systems, waste management systems, electricity generation facilities,

electricity transmission and distribution systems, communications/telecommunications, transit and transportation corridors and facilities, oil and gas pipelines and associated facilities.

Institutional use: for the purposes of policy 3.1.5, means land uses where there is a threat to the safe evacuation of vulnerable populations such as older persons, persons with disabilities, and those who are sick or young, during an emergency as a result of flooding, failure of floodproofing measures or protection works, or erosion.

Intensification: means the development of a property, site or area at a higher density than currently exists through:

- a) *redevelopment*, including the reuse of *brownfield sites*;
- b) the development of vacant and/or underutilized lots within previously developed areas;
- c) infill development; and
- d) the expansion or conversion of existing buildings.

Large inland lakes: means those waterbodies having a surface area of equal to or greater than 100 square kilometres where there is not a measurable or predictable response to a single runoff event.

Legal or technical reasons: means severances for purposes such as easements, corrections of deeds, quit claims, and minor boundary adjustments, which do not result in the creation of a new lot.

Low and moderate income households: means

- a) in the case of ownership housing, households with incomes in the lowest 60 percent of the income distribution for the *regional market area*; or
- b) in the case of rental housing, households with incomes in the lowest 60 percent of the income distribution for renter households for the *regional market area*.

Major facilities: means facilities which may require separation from *sensitive land uses*, including but not limited to airports, [manufacturing uses](#), transportation infrastructure and corridors, *rail facilities*, *marine facilities*, sewage treatment facilities, *waste management systems*, oil and gas pipelines, industries, energy generation facilities and transmission systems, and resource extraction activities.

Major goods movement facilities and corridors: means transportation facilities and corridors associated with the inter- and intra- provincial movement of goods. Examples include: inter-modal facilities, ports, *airports*, *rail facilities*, truck terminals, freight corridors, freight facilities, and haul routes and primary transportation corridors used for the movement of goods. Approaches that are *freight- supportive* may be recommended in guidelines developed by the Province or based on municipal approaches that achieve the same objectives.

Marine facilities: means ferries, harbours, ports, ferry terminals, canals and associated uses, including designated lands for future *marine facilities*.

Mine hazard: means any feature of a mine as defined under the *Mining Act*, or any related disturbance of the ground that has not been rehabilitated.

Minerals: means metallic minerals and non-metallic minerals as herein defined, but does not include *mineral aggregate resources* or *petroleum resources*.

Metallic minerals means those minerals from which metals (e.g. copper, nickel, gold) are derived.

Non-metallic minerals means those minerals that are of value for intrinsic properties of the minerals themselves and not as a source of metal. They are generally synonymous with industrial minerals (e.g. asbestos, graphite, kyanite, mica, nepheline syenite, salt, talc, and wollastonite).

Mineral aggregate operation: means

- a) lands under license or permit, other than for *wayside pits and quarries*, issued in accordance with the *Aggregate Resources Act*;
- b) for lands not designated under the *Aggregate Resources Act*, established pits and quarries that are not in contravention of municipal zoning by-laws and including adjacent land under agreement with or owned by the operator, to permit continuation of the operation; and
- c) associated facilities used in extraction, transport, beneficiation, processing or recycling of *mineral aggregate resources* and derived products such as asphalt and concrete, or the production of secondary related products.

Mineral aggregate resources: means gravel, sand, clay, earth, shale, stone, limestone, dolostone, sandstone, marble, granite, rock or other material prescribed under the *Aggregate Resources Act* suitable for construction, industrial, manufacturing and maintenance purposes but does not include metallic ores, asbestos, graphite, kyanite, mica, nepheline syenite, salt, talc, wollastonite, mine tailings or other material prescribed under the *Mining Act*.

Mineral aggregate resource conservation:
means

- a) the recovery and recycling of manufactured materials derived from mineral aggregates (e.g. glass, porcelain, brick, concrete, asphalt, slag, etc.), for re-use in construction, manufacturing, industrial or maintenance projects as a substitute for new mineral aggregates; and
- b) the wise use of mineral aggregates including utilization or extraction of on-site *mineral aggregate resources* prior to development occurring.

Mineral deposits: means areas of identified *minerals* that have sufficient quantity and quality based on specific geological evidence to warrant present or future extraction.

Mineral mining operation: means mining operations and associated facilities, or, past producing mines with remaining mineral development potential that have not been permanently rehabilitated to another use.

Minimum distance separation formulae: means formulae and guidelines developed by the Province, as amended from time to time, to separate uses so as to reduce incompatibility concerns about odour from livestock facilities.

Multimodal transportation system: means a transportation system which may include several forms of transportation such as automobiles, walking, trucks, cycling, buses, rapid transit, rail (such as commuter and freight), air and marine.

Municipal sewage services: means a sewage works within the meaning of section 1 of the *Ontario Water Resources Act* that is owned or operated by a municipality, [including centralized and decentralized systems](#).

Municipal water services: means a municipal drinking-water system within the meaning of section 2 of the *Safe Drinking Water Act, 2002*, [including centralized and decentralized systems](#).

Natural heritage features and areas: means features and areas, including *significant wetlands, significant coastal wetlands, other coastal wetlands in Ecoregions 5E, 6E and 7E, fish habitat, significant woodlands and significant valleylands in Ecoregions 6E and 7E (excluding islands in Lake Huron and the St.*

Marys River), habitat of endangered species and threatened species, significant wildlife habitat, and significant areas of natural and scientific interest, which are important for their environmental and social values as a legacy of the natural landscapes of an area.

Natural heritage system: means a system made up of *natural heritage features and areas*, and linkages intended to provide connectivity (at the regional or site level) and support natural processes which are necessary to maintain biological and geological diversity, natural functions, viable populations of indigenous species, and ecosystems. These systems can include *natural heritage features and areas*, federal and provincial parks and conservation reserves, other natural heritage features, lands that have been restored or have the potential to be restored to a natural state, areas that support hydrologic functions, and working landscapes that enable ecological functions to continue. The Province has a recommended approach for identifying *natural heritage systems*, but municipal approaches that achieve or exceed the same objective may also be used.

Negative impacts: means

- a) in regard to policy 1.6.6.4 and 1.6.6.5, [potential risks to human health and safety and](#) degradation to the *quality and quantity of water, sensitive surface water features and sensitive ground water features*, and their related *hydrologic functions*, due to single, multiple or successive *development*. *Negative impacts* should be assessed through environmental studies including hydrogeological or water quality impact assessments, in accordance with provincial standards;
- b) in regard to policy 2.2, degradation to the *quality and quantity of water, sensitive surface water features and sensitive ground water features*, and their related *hydrologic functions*, due to single, multiple or successive *development or site alteration* activities;

- c) in regard to *fish habitat*, any permanent alteration to, or destruction of *fish habitat*, except where, in conjunction with the appropriate authorities, it has been authorized under the *Fisheries Act*; and
- d) in regard to other *natural heritage features and areas*, degradation that threatens the health and integrity of the natural features or *ecological functions* for which an area is identified due to single, multiple or successive *development* or *site alteration* activities.

Normal farm practices: means a practice, as defined in the *Farming and Food Production Protection Act, 1998*, that is conducted in a manner consistent with proper and acceptable customs and standards as established and followed by similar agricultural operations under similar circumstances; or makes use of innovative technology in a manner consistent with proper advanced farm management practices. Normal farm practices shall be consistent with the *Nutrient Management Act, 2002* and regulations made under that Act.

Oil, gas and salt hazards: means any feature of a well or work as defined under the *Oil, Gas and Salt Resources Act*, or any related disturbance of the ground that has not been rehabilitated.

On-farm diversified uses: means uses that are secondary to the principal agricultural use of the property, and are limited in area. *On-farm diversified uses* include, but are not limited to, home occupations, home industries, *agri- tourism uses*, and uses that produce value- added agricultural products. [Ground-mounted solar facilities are permitted in prime agricultural areas, including specialty crop areas, only as on-farm diversified uses.](#)

One hundred year flood: for *river, stream and small inland lake systems*, means that flood, based on an analysis of precipitation, snow melt, or a combination thereof, having a return period of 100 years on average, or having a 1% chance of occurring or being exceeded in any given year.

One hundred year flood level: means

- a) for the shorelines of the Great Lakes, the peak instantaneous stillwater level, resulting from combinations of mean monthly lake levels and wind setups, which has a 1% chance of being equalled or exceeded in any given year;
- b) in the connecting channels (St. Mary's, St. Clair, Detroit, Niagara and St. Lawrence Rivers), the peak instantaneous stillwater level which has a 1% chance of being equalled or exceeded in any given year; and
- c) for large inland lakes, lake levels and wind setups that have a 1% chance of being equalled or exceeded in any given year, except that, where sufficient water level records do not exist, the one hundred year flood level is based on the highest known water level and wind setups.

Other water-related hazards: means water- associated phenomena other than *flooding hazards* and *wave uprush* which act on shorelines. This includes, but is not limited to ship-generated waves, ice piling and ice jamming.

Partial services: means

- a) *municipal sewage services* or *private communal sewage services* ~~and~~combined with *individual on-site water services*; or
- b) *municipal water services* or *private communal water services* ~~and~~combined with *individual on-site sewage services*.

Petroleum resource operations: means oil, gas and salt wells and associated facilities and other drilling operations, oil field fluid disposal wells and associated facilities, and wells and facilities for the underground storage of natural gas and other hydrocarbons.

Petroleum resources: means oil, gas, and salt (extracted by solution mining method) and formation water resources which have been identified through exploration and verified by preliminary drilling or other forms of investigation. This may include sites of former operations where resources are still present or former sites that may be converted to underground storage for natural gas or other hydrocarbons.

Planned corridors: means corridors or future corridors which are required to meet projected needs, and are identified through *provincial plans*, preferred alignment(s) determined through the *Environmental Assessment Act* process, or identified through planning studies where the Ontario Ministry of Transportation, [Metrolinx](#), [Ontario Ministry of Energy](#), [Northern Development and Mines](#) or [Independent Electricity System Operator \(IESO\)](#) or any successor to [those ministries or entities](#) is actively pursuing the identification of a corridor. Approaches for the protection of *planned corridors* may be recommended in guidelines developed by the Province.

Portable asphalt plant: means a facility

- a) with equipment designed to heat and dry aggregate and to mix aggregate with bituminous asphalt to produce asphalt paving material, and includes stockpiling and storage of bulk materials used in the process; and
- b) which is not of permanent construction, but which is to be dismantled at the completion of the construction project.

Portable concrete plant: means a building or structure

- a) with equipment designed to mix cementing materials, aggregate, water and admixtures to produce concrete, and includes stockpiling and storage of bulk materials used in the process; and
- b) which is not of permanent construction, but which is designed to be dismantled at the completion of the construction project.

Prime agricultural area: means areas where *prime agricultural lands* predominate. This includes areas of *prime agricultural lands* and associated Canada Land Inventory Class 4 through 7 lands, and additional areas where there is a local concentration of farms which exhibit characteristics of ongoing agriculture. *Prime agricultural areas* may be identified by the Ontario Ministry of Agriculture and Food using guidelines developed by the Province as amended from time to time. A *prime agricultural area* may also be identified through an alternative agricultural land evaluation system approved by the Province.

Prime agricultural land: means *specialty crop areas* and/or Canada Land Inventory Class 1, 2, and 3 lands, as amended from time to time, in this order of priority for protection.

Private communal sewage services: means a sewage works within the meaning of section 1 of the *Ontario Water Resources Act* that serves six or more lots or private residences and is not owned by a municipality.

Private communal water services: means a non-municipal drinking-water system within the meaning of section 2 of the *Safe Drinking Water Act, 2002* that serves six or more lots or private residences.

Protected heritage property: means property designated under Parts IV, V, or VI of the *Ontario Heritage Act*; property subject to a heritage conservation easement under Parts II or IV of the *Ontario Heritage Act*; property identified by the Province and prescribed public bodies as provincial heritage property under the Standards and Guidelines for Conservation of Provincial Heritage Properties; property protected under federal legislation, and ~~U.N.E.S.C.O~~ [UNESCO](#) World Heritage Sites.

Protection works standards: means the combination of non-structural or structural works and allowances for slope stability and flooding/erosion to reduce the damage caused by *flooding hazards, erosion hazards* and *other water-related hazards*, and to allow access for their maintenance and repair.

Provincial and federal requirements: means

- ~~a) in regard to policy 1.6.11.2, legislation, regulations, policies and standards administered by the federal or provincial governments for the purpose of protecting the environment from potential impacts associated with energy systems and ensuring that the necessary approvals are obtained;~~
- a) ~~b)~~ in regard to policy 2.1.6, legislation and policies administered by the federal or provincial governments for the purpose of fisheries protection (including *fish* and *fish habitat*), and related, scientifically established standards such as water quality criteria for protecting lake trout populations; and
- b) ~~c)~~ in regard to policy 2.1.7, legislation and policies administered by the provincial government or federal government, where applicable, for the purpose of protecting species at risk and their habitat.

Provincial plan: means a provincial plan within the meaning of section 1 of the *Planning Act*.

Public service facilities: means land, buildings and structures for the provision of programs and services provided or subsidized by a government or other body, such as social assistance, recreation, police and fire protection, health and educational programs, [long-term care services](#), and cultural services. *Public service facilities* do not include *infrastructure*.

Quality and quantity of water: is measured by indicators associated with hydrologic function such as minimum base flow, depth to water table, aquifer pressure, oxygen levels, suspended solids, temperature, bacteria, nutrients and hazardous contaminants, and hydrologic regime.

Rail facilities: means rail corridors, rail sidings, train stations, inter-modal facilities, rail yards and associated uses, including designated lands for future *rail facilities*.

Recreation: means leisure time activity undertaken in built or natural settings for purposes of physical activity, health benefits, sport participation and skill development, personal enjoyment, positive social interaction and the achievement of human potential.

Redevelopment: means the creation of new units, uses or lots on previously developed land in existing communities, including *brownfield sites*.

Regional market area: refers to an area that has a high degree of social and economic interaction. The upper or single-tier municipality, or planning area, will normally serve as the *regional market area*. However, where a *regional market area* extends significantly beyond these boundaries, then the *regional market area* may be based on the larger market area. Where *regional market areas* are very large and sparsely populated, a smaller area, if defined in an official plan, may be utilized.

Renewable energy source: means an energy source that is renewed by natural processes and includes wind, water, biomass, biogas, biofuel, solar energy, geothermal energy and tidal forces.

Renewable energy system: means a system that generates electricity, heat and/or cooling from a *renewable energy source*.

Reserve sewage system capacity: means design or planned capacity in a centralized waste water treatment facility which is not yet committed to existing or approved development. For the purposes of policy 1.6.6.6, reserve capacity for *private communal sewage services* and *individual on-site sewage services* is considered sufficient if the hauled sewage from the development can be treated and land-applied on agricultural land under the *Nutrient Management Act*, or disposed of at sites approved under the *Environmental Protection Act* or the *Ontario Water Resources Act*, but not by land-applying untreated, hauled sewage.

Reserve water system capacity: means design or planned capacity in a centralized water treatment facility which is not yet committed to existing or approved development.

Residence surplus to a farming operation: means an existing habitable farm residence that is rendered surplus as a result of farm consolidation (the acquisition of additional farm parcels to be operated as one farm operation).

Residential intensification: means intensification of a property, site or area which results in a net increase in residential units or accommodation and includes:

- a) redevelopment, including the redevelopment of *brownfield sites*;
- b) the development of vacant or underutilized lots within previously developed areas;
- c) infill development;

- d) development and introduction of new housing options within previously developed areas;
- e) ~~4)~~ the conversion or expansion of existing industrial, commercial and institutional buildings for residential use; and
- f) ~~e)~~ the conversion or expansion of existing residential buildings to create new residential units or accommodation, including accessory apartments, ~~secondary suites and~~ additional residential units, rooming houses, and other housing options.

River, stream and small inland lake systems:

means all watercourses, rivers, streams, and small inland lakes or waterbodies that have a measurable or predictable response to a single runoff event.

Rural areas: means a system of lands within municipalities that may include rural *settlement areas*, *rural lands*, *prime agricultural areas*, natural heritage features and areas, and resource areas.

Rural lands: means lands which are located outside *settlement areas* and which are outside *prime agricultural areas*.

Sensitive: in regard to *surface water features* and *ground water features*, means areas that are particularly susceptible to impacts from activities or events including, but not limited to, water withdrawals, and additions of pollutants.

Sensitive land uses: means buildings, amenity areas, or outdoor spaces where routine or normal activities occurring at reasonably expected times would experience one or more *adverse effects* from contaminant discharges generated by a nearby *major facility*. *Sensitive land uses* may be a part of the natural or built environment. Examples may include, but are not limited to: residences, day care centres, and educational and health facilities.

Settlement areas: means urban areas and rural settlement areas within municipalities (such as cities, towns, villages and hamlets) that are:

- a) built-up areas where development is concentrated and which have a mix of land uses; and
- b) lands which have been designated in an official plan for development over the long-term planning horizon provided for in policy 1.1.2. In cases where land in *designated growth areas* is not available, the *settlement area* may be no larger than the area where development is concentrated.

Sewage and water services: includes *municipal sewage services* and *municipal water services*, *private communal sewage services* and *private communal water services*, *individual on-site sewage services* and *individual on-site water services*, and *partial services*.

Significant: means

- a) in regard to *wetlands, coastal wetlands* and *areas of natural and scientific interest*, an area identified as provincially significant by the Ontario Ministry of Natural Resources [and Forestry](#) using evaluation procedures established by the Province, as amended from time to time;
- b) in regard to *woodlands*, an area which is ecologically important in terms of features such as species composition, age of trees and stand history; functionally important due to its contribution to the broader landscape because of its location, size or due to the amount of forest cover in the planning area; or economically important due to site quality, species composition, or past management history. These are to be identified using criteria established by the Ontario Ministry of Natural Resources [and Forestry](#);
- c) in regard to other features and areas in policy 2.1, ecologically important in terms of features, functions, representation or amount, and contributing to the quality and diversity of an identifiable geographic area or *natural heritage system*;
- d) in regard to *mineral* potential, an area identified as provincially significant through evaluation procedures developed by the Province, as amended from time to time, such as the Provincially Significant Mineral Potential Index; and
- e) in regard to cultural heritage and archaeology, resources that have been determined to have cultural heritage value or interest. [Processes and criteria for the important contribution they make to our understanding of the history of a place, an event, or a people determining cultural heritage value or interest are established by the Province under the authority of the Ontario Heritage Act.](#)

Criteria for determining significance for the resources identified in sections (c)-(ed) are recommended by the Province, but municipal approaches that achieve or exceed the same objective may also be used.

While some significant resources may already be identified and inventoried by official sources, the significance of others can only be determined after evaluation.

Site alteration: means activities, such as grading, excavation and the placement of fill that would change the landform and natural vegetative characteristics of a site.

For the purposes of policy 2.1.4(a), *site alteration* does not include underground or surface mining of *minerals* or advanced exploration on mining lands in *significant areas of mineral potential* in Ecoregion 5E, where advanced exploration has the same meaning as in the *Mining Act*. Instead, those matters shall be subject to policy 2.1.5(a).

Special needs: means any housing, including dedicated facilities, in whole or in part, that is used by people who have specific needs beyond economic needs, including but not limited to, needs such as mobility requirements or support functions required for daily living. Examples of *special needs* housing may include, but are not limited to, [long-term care homes, adaptable and accessible housing, and](#) housing for persons with disabilities such as physical, sensory or mental health disabilities, and housing for older persons.

Special Policy Area: means an area within a community that has historically existed in the *flood plain* and where site-specific policies, approved by both the Ministers of Natural Resources [and Forestry](#) and Municipal Affairs and Housing, are intended to provide for the continued viability of existing uses (which are generally on a small scale) and address the significant social and economic hardships to the community that would result from strict adherence to provincial policies concerning *development*. The criteria and procedures for approval are established by the Province.

A *Special Policy Area* is not intended to allow for new or intensified *development* and *site alteration*, if a community has feasible opportunities for *development* outside the *flood plain*.

Specialty crop area: means areas designated using guidelines developed by the Province, as amended from time to time. In these areas, specialty crops are predominantly grown such as tender fruits (peaches, cherries, plums), grapes, other fruit crops, vegetable crops, greenhouse crops, and crops from agriculturally developed organic soil, usually resulting from:

- a) soils that have suitability to produce specialty crops, or lands that are subject to special climatic conditions, or a combination of both;
- b) farmers skilled in the production of specialty crops; and
- c) a long-term investment of capital in areas such as crops, drainage, infrastructure and related facilities and services to produce, store, or process specialty crops.

Surface water feature: means water-related features on the earth's surface, including headwaters, rivers, stream channels, inland lakes, seepage areas, recharge/discharge areas, springs, wetlands, and associated riparian lands that can be defined by their soil moisture, soil type, vegetation or topographic characteristics.

Threatened species: means a species that is ~~listed or categorized~~ [classified](#) as a "Threatened Species" on the ~~Ontario Ministry of Natural Resources' official~~ Species at Risk [in Ontario](#) List, as updated and amended from time to time.

Transit-supportive: in regard to land use patterns, means development that makes transit viable, [optimizes investments in transit infrastructure](#), and improves the quality of the experience of using transit. It often refers to compact, mixed-use development that has a high level of employment and residential densities, [including air rights development, in proximity to transit stations, corridors and associated elements within the transportation system](#). Approaches may be recommended in guidelines developed by the Province or based on municipal approaches that achieve the same objectives.

Transportation demand management: means a set of strategies that result in more efficient use of the *transportation system* by influencing travel behaviour by mode, time of day, frequency, trip length, regulation, route, or cost.

Transportation system: means a system consisting of facilities, corridors and rights-of-way for the movement of people and goods, and associated transportation facilities including transit stops and stations, sidewalks, cycle lanes, bus lanes, high occupancy vehicle lanes, *rail facilities*,

parking facilities, park'n'ride lots, service centres, rest stops, vehicle inspection stations, inter-modal facilities, harbours, *airports*, *marine facilities*, ferries, canals and associated facilities such as storage and maintenance.

Two zone concept: means an approach to *flood plain* management where the *flood plain* is differentiated in two parts: the *floodway* and the *flood fringe*.

Valleylands: means a natural area that occurs in a valley or other landform depression that has water flowing through or standing for some period of the year.

Vulnerable: means surface and/or ground water that can be easily changed or impacted.

Waste management system: means sites and facilities to accommodate solid waste from one or more municipalities and includes recycling facilities, transfer stations, processing sites and disposal sites.

Watershed: means an area that is drained by a river and its tributaries.

Wave uprush: means the rush of water up onto a shoreline or structure following the breaking of a wave; the limit of wave uprush is the point of furthest landward rush of water onto the shoreline.

Wayside pits and quarries: means a temporary pit or quarry opened and used by or for a public authority solely for the purpose of a particular project or contract of road construction and not located on the road right-of-way.

Wetlands: means lands that are seasonally or permanently covered by shallow water, as well as lands where the water table is close to or at the surface. In either case the presence of abundant water has caused the formation of hydric soils and has favoured the dominance of either hydrophytic plants or water tolerant plants. The four major types of wetlands are swamps, marshes, bogs and fens. Periodically soaked or wet lands being used for agricultural purposes which no longer exhibit wetland characteristics are not considered to be wetlands for the purposes of this definition.

~~Wildlife~~Wildland fire assessment and mitigation standards: means the combination of risk assessment tools and environmentally appropriate mitigation measures identified by the Ontario Ministry of Natural Resources [and Forestry](#) to be incorporated into the design, construction and/or modification of buildings, structures, properties and/or communities to reduce the risk to public safety, infrastructure and property from wildland fire.

Wildlife habitat: means areas where plants, animals and other organisms live, and find adequate amounts of food, water, shelter and space needed to sustain their populations. Specific wildlife habitats of concern may include areas where species concentrate at a vulnerable point in their annual or life cycle; and areas which are important to migratory or non- migratory species.

Woodlands: means treed areas that provide environmental and economic benefits to both the private landowner and the general public, such as erosion prevention, hydrological and nutrient cycling, provision of clean air and the long-term storage of carbon, provision of wildlife habitat, outdoor recreational opportunities, and the sustainable harvest of a wide range of woodland products. *Woodlands* include treed areas, woodlots or forested areas and vary in their level of significance at the local, regional and provincial levels. *Woodlands* may be delineated according to the *Forestry Act* definition or the Province's Ecological Land Classification system definition for "forest".

Subject: Q1 Economic Development Update

Report to: Planning and Economic Development Committee

Report date: Wednesday, May 13, 2020

Recommendation

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

Key Facts

- Economic Development provides quarterly updates to the PEDC. The purpose of this report is to provide the PEDC with an update on the division's activities for the first quarter (Q1) 2020.
- Economic Development activities support the Economic Development Strategy and Action Plan approved by PEDC in March 2019.
- Economic Development functional activities: Trade and Investment; Expedited Services for Business; Strategic Economic Initiatives and Strategic Marketing Initiatives, are grouped under the seven themes of the Strategy.
- The development of a Long Term Economic Development Strategy is one of Regional Council's strategic priorities, 2019-2022.

Financial Considerations

The activities described in this report have been accommodated within the Council approved 2020 Economic Development operating budget.

Analysis

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

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

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

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

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

Economic Development Officer:

(Support for 6 Local Area Municipalities and sector support for tourism and agri-business.)

Stakeholder meetings: 15 meetings with 9 different stakeholders including: Venture Niagara, Niagara Workforce Planning Board, local entrepreneurship service providers, area economic development departments, and consultants.

Agribusiness: 19 meetings with 9 different stakeholders including:

- Meetings with stakeholders to advance the Niagara Irrigation Strategy through the working group and steering committee. A 1 year, contract position has been awarded to advance work from the Niagara Irrigation Strategy;

- Attendance and meetings at the Restaurant Canada Conference in March 2020. Meetings with OMAFRA and vendors;
- Attendance at the OMAFRA Community Economic Development sessions to inform work of the rural Local Area Municipalities on programs and services;
- Meetings with Brock Research to support applications for funding on Agriculture Research in Niagara – centered on Innovation in Agriculture;
- Golden Horseshoe Food and Farming Alliance (GHFFA) project advancement: working group meetings, Long Term Care Home local procurement project updates, and strategic planning sessions with consultants to set future work plan.

Tourism: 9 meetings with 6 stakeholders including:

- 1 RFP released and promoted for Niagara 2021 Canada Summer Games for promotional video services;
- Participation at the Tourism Industry Association of Ontario's Tourism Issues Panel in Vineland on February 21, 2020;
- Preparation of the Airport Feasibility and Future Business Modelling report to accompany the RFP presentation at COTW;
- Niagara Gateway Information Centre reporting January – December 2019: traffic to the kiosk for the full year totaled 56,013 visitors. Roughly 39,221 bus passengers signed in from 1072 buses. Volunteers donated more than 1,141 hours of time to the operations of the kiosk. Total ticket sales came in at \$75,000 and more than 242,991 brochures were distributed;
- Additional meetings include: Niagara Tourism Network, Tourism Partnership of Niagara's Sub Regional Partners, HM Aero Consulting, and Tourism Industry Association of Ontario (TIAO).

Local Area Municipality development: 37 meetings touching 9 local area municipalities:

- On-going support to advance 8 site selection opportunities;
- Additional work includes strategic planning session support and participation, grant writing and submission, business expansion assistance to 5 clients, Local Area Municipality fund application and reporting collection, interview assistance, data preparation and analysis.

Research/information requests, referrals, and stakeholder engagement: 98 inquiries and requests from businesses and stakeholders. Examples include datasets, program information, financial assistance options, grant programs, stakeholder introductions, sector research and referrals.

Manager, Economic Research & Analysis:

(Support to LAMs through information provision; support to Niagara Economic Development investment, trade and sector activities; and, support to business and other economic development stakeholders.)

Research Projects:

- Exploring Goods Movement and Export Diversification for Niagara Region Firms (completed);
- Niagara Trade Profile (in progress);
- Niagara Tourism Profile (in progress);
- Transportation Data Portal Pilot Program with Transport Canada (in progress);
- Niagara Community Observatory: Transportation and Logistics Sector Policy Brief (in progress);
- Niagara Shop Floor with Niagara Industrial Association (in progress);
- Niagara Community Observatory: Regional Innovation Ecosystems Across Canadian Mid-Sized CMAs.

Research Inquiries:

- Total: 67
- Brock University: 8
- Niagara College: 3
- Internal (Niagara Region): 20
- Businesses: 20
- Stakeholders (ex. GNCC, NIA, provincial/federal governments, port authority, news media, tourism organizations, Innovate Niagara, etc.): 15
- Local Area Municipalities: 23
 - St. Catharines: 8
 - Lincoln: 3
 - NOTL: 1
 - Niagara Falls: 2
 - Port Colborne: 4
 - Fort Erie: 4
 - Thorold: 1

Presentations and Public Outreach:

- Niagara College, Niagara Economic Research & Analysis Presentation (Feb. 12);
- Participation in Port Colborne Incubator Feasibility Workshop (Mar 2);
- Brock University, Presentation to MBA Co-op Program (Mar. 3);
- NIA Membership Meeting (Jan. 16);

- Walker Advanced Manufacturing Innovation Centre, Industry Advisory Committee Meeting (Feb. 18);
- Innovate Niagara Ecosystem Meeting at Vineland Research and Innovation Centre (Feb. 24);
- Niagara Workforce Planning Board, Research Review Committee Meeting and Niagara Labour Market Planning Report Update (Feb. 25);
- Niagara Industrial Association Annual General Meeting (Mar. 12).

Niagara Foreign Trade Zone Coordinator (position vacant)

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

- Promotion of Niagara Foreign Trade Zone at Niagara Industrial Association meetings, January 16th and March 12th.
- Participation in the Trade Accelerator Program (TAP) debrief and planning meeting.

Manager, Business Development and Expedited Services:

(Incentives Review, research impact of Development Charges on economic development.)

- Site Selection Support: A total of eleven site selection requests were received this quarter. This included leads directly related to the work done by the Manager of Trade and Investment, inbound inquiries through the Niagara Canada website, direct inquiries from private investors, and leads provided by the Ministry of Economic Development, Job Creation and Trade's Trade and Investment Division.
- Two Industrial Development Charge Grant applications were approved. This program has supported \$1.9 million in new investment and the creation and retention of 10 jobs this quarter.
- Niagara Region has received one new application to the Niagara Gateway Economic Zone & Centre Community Improvement Plan. This has attracted an estimated \$21.5 million in new investment; upon project completion will create an estimated 12 new jobs and retain 85 jobs in Niagara.

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

Existing employment lands in Niagara, which are located throughout the region, are generally smaller sites, which has limited the ability to create a truly regional employment area. Niagara Region Planning and Development, with support from Niagara Region

Economic Development, is reviewing the opportunity to create a large provincially significant regional employment zone.

Manager, Business Development and Expedited Services:

(Support the Regional Employment Lands Study and act on recommendations, provide input into the MR/OP, Site Finder, Premier Sites.)

- Collaborated with Niagara Region Planning and Development on the creation of a Niagara Employment Areas Strategy. This included two workshops with community and local stakeholders and the revision of draft strategy materials.
- Renewed our subscription to Niagara Site Finder through GIS Planning. This has included new and updated functionality that will increase our capacity to respond to site selection inquiries and promote the Niagara region.

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

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

Manager, Trade and Investment:

(Identify FDI target markets and sectors, lead investment missions with partners, lead generation, organize and participate in inward missions.)

- Q1 2020 was dedicated to closing a Q3 & Q4 2019 FDI Great Lakes Qualified FDI Leads contract with Research Consultants International (RCI). This contract was extended twice (original termination date was November 24th 2019); but finally ended on January 24th 2020 with just 10 of an expected 20 leads provided. This shortfall was much influenced by the mature Great Lakes States' marketplace, with status quo established businesses, supply chains and markets, exacerbated by the Trump factor.
- In Q1 2020, two Boston-based and two Ohio-based qualified lead meetings were completed.
- Over much of Q1 2020, the Trade & Investment Manager conducted a file-by-file review of all 161 leads listed on the CRM system. This review was considered to be essential prior to the start of NED's new Economic Development Officer (EDO) on a two-year contract (start date: April 6th). The new EDO's primary

responsibilities will be research/follow-up-based support of the FDi field work carried out by the Manager, as well as serving as the first point of contact for the Niagara Foreign Trade Zone Point. The results of the rigorous CRM review are as follows: 161 FDi Leads listed on the CRM, consisting of 35 Active Leads; 81 Periodic/Recurring Leads; 26 Leads considered to be: 'Not a Prospect'; and, 19 Closed Files.

- In Q1 2020, consultants, Global Investment Attraction Group, delivered the results of a study, commissioned by Trade & Investment in Q4 2019, which provided: 'A Comprehensive Review of Current Foreign Direct Investment Trends as they Impact Niagara Region and Ontario'. The results of this study fundamentally reinforced NED's current FDi target markets: the United States, United Kingdom and Europe; while dismissing recently recommended initiatives in South Asia, China and South Korea, as being comparatively inconsequential in terms of current and short-term potential sources of FDi for Ontario.
- In Q4, NED Trade & Investment selected Research on Investment (ROI) from an RFP competition to generate 60 'qualified leads' in three new U.S. market areas (20 in each of these 3 markets), over the course of 2020. These three new markets have been determined to be: the Pacific Northwest U.S. (Washington and Oregon); the Pacific Southwest (California, Arizona, New Mexico and Texas); and the Southeast U.S. States of North & South Carolina, Georgia and Florida. Although the early activities with this file are being somewhat buffeted by the Coronavirus cases in Washington State and California, the search markets are dispersed enough to allow the program to go ahead in alternative geographies in the first instance.
- In Q4, the Manager, Trade & Investment attended: the Hwy H₂O AGM, EDCO's Annual Conference, the Automotive News Annual Congress and the Restaurant Canada Agribusiness Trade Show, all in Toronto. In addition, as the Niagara Region representative on the Hamilton-Niagara Trade Corridor Partnership, we hosted 15 Investment Officers from Global Affairs Canada to promote the Corridor to this influential group representing very diverse investment markets around the Globe. In the last week of March, the Manager, Trade & Investment was scheduled to meet with a number of qualified leads in the State of Oregon, marking the kick-off of the year-long "three new U.S. market areas FDi initiative (20 qualified leads in each of these 3 markets), over the course of 2020". Due to the travel ban, this activity is postponed until a later date.

Manager, Strategic Marketing - position vacant:

(Implementation of marketing plan to target audiences as a location for business and investment and to attract immigrants, Niagara Ambassador program,

communications/PR campaign to promote Niagara's business and investment successes, implementation of a CRM system.)

Marketing Activity

- Niagara Economic Development e-newsletters issued in January and February.
- Ambassador messages issued in January and February.
- Sponsored content leveraged via social media on Twitter, LinkedIn and Facebook.
- Development and execution of organic and shared content via social media on Twitter, LinkedIn and Facebook.
- Social media boosted posts via LinkedIn and Twitter in market in February and March (emerging sectors, manufacturing, research and innovation).
- Discover Niagara, Canada video launched in January.
- Ongoing content development and website maintenance across all websites (Resident Attraction, Business/Investment attraction and Immigration).

CRM Development

- Currently working with Innovate Niagara on technical updates to the system.

Media & Thought Leadership

- Sponsored content published in the National Post, Maclean's, Today's Parent and on Niagara Canada's Website.
 - [Start Up Ecosystem in Niagara, Maclean's Magazine, January 9th](#)
 - [Resident Attraction, National Post, January 27th](#)
 - [Today's Parent, Families Moving to Niagara, February 17th](#)

Streamline Planning Processes: Expediting Approvals Process

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

Manager, Business Development and Expedited Services:

(Expedite approval processes working with the LAMs and Regional departments, host a workshop to identify and address barriers to industrial and commercial development.)

- Facilitated three separate meetings with local land owners and planning staff to discuss the impact that Niagara Region's Official Plan Amendment 16 and the creation of employment areas will have on their properties.

- Supported with a Toronto-based investor that is looking to invest in Niagara identify and address potential barriers to the development that could affect the project's timeline. This has included working with planning staff, industrial real estate, and the company's Director of Land Acquisitions.
- Supported Corporate Services to conduct an internal review to determine the best approach and timeline to sell the Regionally-owned properties located at 401A Lakeshore Road, St. Catharines.
- Advocated on behalf of an internet service provider that wishes to expand their services into Niagara. This will require agreeing to a Municipal Access Agreement with Niagara Region that meets the Corporation's requirements. This has required working with Corporate Services and Public Works to identify a solution that will not negatively impact the company's projected time lines.

Increasing Niagara's Competitiveness: Addressing Unnecessary Regulatory Burdens on Business.

Niagara Economic Development supports the Province's initiative to reduce the regulatory burden on business. In Niagara, development is regulated by a number of different bodies and complex policies. This has the effect of increasing the difficulty of manufacturers and agribusiness to do business that affects Niagara's competitiveness.

- In partnership with Planning and Development, NED responded to the Ministry of Economic Development, Job Creation, and Trade's submitted a formal response to their Ontario Job Site Challenge. The purpose of the job site challenge was to assist the Province in identifying employment lands between 500 and 1,500 acres in size that would be promoted by the Province of Ontario in their Foreign Direct Investment initiatives.

Workforce: Meeting Current and Future Talent, Professional, Skilled Trades and Labour Needs

Access to a talented, professional, skilled and educated workforce is increasingly a concern for businesses and essential to ensure the continued growth of the regional economy.

Manager, Strategic Marketing – position vacant:

(Promote Niagara as destination for skilled immigrants, working with the LIP.)

- Website updates completed.

***Advocacy: Improving Transportation Infrastructure Ensuring Niagara Remains
Competitive in a Global Economy***

Key infrastructure investments are required to increase Niagara's competitiveness and support business in the region as well as facilitate trade.

- Provided input to the Government and Stakeholder Relations Specialist on the Niagara Region Government Relations Plan.

Alternatives Reviewed

None applicable.

Relationship to Council Strategic Priorities

Economic development activities described in this report directly support three of Council's 2019-2022 Strategic Priorities:

- Supporting Businesses and Economic Growth
- Responsible Growth and Infrastructure Planning
- Sustainable and Engaging Government

Other Pertinent Reports

ED 1-2019 Economic Development Overview

ED 2-2019 Economic Development Strategy

ED 1-2020 Q4 Economic Development Quarterly Update Report

Prepared by:

Valerie Kuhns

Acting, Director

Economic Development

Submitted by:

Ron Tripp, P.Eng.

Acting Chief Administrative Officer



KITCHENER
WOODBRIDGE
LONDON
KINGSTON
BARRIE
BURLINGTON

May 8, 2020

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

Dear Ms. Norio:

RE: Kaneff Properties Limited Comments on Draft Glendale District Plan
590 Glendale Avenue, City of St. Catharines
OUR FILE 1596A

Kaneff Properties Limited ("Kaneff") owns 590 Glendale Avenue which is identified as "Southwest Glendale" in the Draft Glendale District Plan. Kaneff has been actively engaged in the District Plan process and appreciates the work undertaken by the Region and its partners in advancing this District Plan. We have considered this exercise to be a collaborative process and commend the Region for its consultation efforts.

On behalf of Kaneff, we offer the following comments on the Draft Glendale District Plan for the Committee's information:

1. As of late April, Kaneff now owns 590 Glendale Avenue. These lands were previously owned by Transport Canada through St. Lawrence Seaway Management Corporation and leased to Kaneff. Kaneff now has full ownership over these lands.
2. In May 2015, Kaneff submitted a request to the Province as part of the Provincial Plan Review to redesignate "Southwest Glendale" from Escarpment Protection Area to Urban Area in the Niagara Escarpment Plan. In 2017, the request was deferred by Ministry of Natural Resources and Forestry (MNRF) pending further information. Both the Region and City are in support of Kaneff's request and have formally indicated support through Council resolutions.
3. It is our understanding that MNRF will be providing their recommendation on Kaneff's request shortly for which Cabinet makes the final decision. We also understand that Kaneff now owning these lands was a major consideration for MNRF in potentially arriving at a recommendation.
4. We continue to support the inclusion of 590 Glendale Avenue in the Glendale District Plan and the proposed Residential designation. We also have no concerns with the inclusion of the "Special Study Area 3" condition subject to clarifying on the Demonstration Plan that it is pending approval from Cabinet. This approach allows the lands to be considered in a comprehensive manner as part of the District Plan process while acknowledging that other approval is still needed prior to future development.

5. The wooded area identified on Kaneff's site is shown as "Environmental / Conservation". It is primarily comprised of dying ash trees based on recent tree inventories and NPCA confirmation. While we believe this is addressed in the recommendations for Strategy 1d of the District Plan, it is important to recognize that these mapped environmental areas are approximate and that boundaries may be reviewed and revised in conjunction with detailed site investigations completed as part of a future development application.

Thank you for the opportunity to provide comments on the draft District Plan. Please keep us notified of the Committee's decision on this matter.

If you have any questions or require further information, please let us know.

Yours truly,

MHBC

A handwritten signature in black ink, appearing to read 'ND' followed by a stylized flourish.

Neal DeRuyter, BES, MCIP, RPP

cc. *Kirsten McCauley, Niagara Region*
Kristina Kaneff
Anna-Maria Kaneff

In accordance with the notice and submission deadline requirements of Sections 18.1 (b) and 11.3, respectively, of Niagara Region's Procedural By-law, the Regional Clerk received from Councillor Campion a motion to be brought forward for consideration at the May 21, 2020 Council meeting respecting the reconsideration of the 2020 Water and Wastewater Budget.

1. That Niagara Regional Council **DIRECT** staff to implement various cost containment initiatives to enable the water and wastewater rates to be charged for nine months(January 2020-September 2020) at the 2019 rates; and
2. That Regional staff in achieving the required \$4.5 million cost containment in savings, **REVIEW** capital projects that can be phased in over two years that will not negatively impact residents or their properties, reserve funds and such containment initiatives include deferral of hirings, reduced contributions to reserve funds and accessing water and wastewater stabilization reserves.

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. < >

A BY-LAW TO ADOPT, RATIFY AND CONFIRM THE ACTIONS OF
REGIONAL COUNCIL AT ITS MEETING
HELD MAY 21, 2020

WHEREAS subsection 5 (3) of the Municipal Act, S.O. 2001, Ch. 25, as amended, provides that, except if otherwise authorized, the powers of Regional Council shall be exercised by by-law; and,

WHEREAS it is deemed desirable and expedient that the actions of Regional Council as herein set forth be adopted, ratified and confirmed by by-law.

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

1. That the actions of the Regional Council at its meeting held May 21, 2020, including all resolutions or motions approved, are hereby adopted, ratified and confirmed as if they were expressly embodied in this by-law.
2. That the above-mentioned actions shall not include:
 - a) Any actions required by law to be taken by resolution; or
 - b) Any actions for which prior Local Planning Appeal Tribunal approval is required, until such approval is obtained.
3. That the Chair and proper officials of The Regional Municipality of Niagara are hereby authorized and directed to do all things necessary to give effect to the above-mentioned actions and to obtain approvals where required.
4. That unless otherwise provided, the Chair and Clerk are hereby authorized and directed to execute and the Clerk to affix the seal of The Regional Municipality of Niagara to all documents necessary to give effect to the above-mentioned actions.
5. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

James Bradley, Regional Chair

Ann-Marie Norio, Regional Clerk

Passed: < >