



THE REGIONAL MUNICIPALITY OF NIAGARA COUNCIL AGENDA

CL 9-2020

Thursday, June 25, 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/council](https://www.niagararegion.ca/government/council/)

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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

- 4.1 Pandemic Impact on Local Government Finances and Taxation
Mr. Spencer Fox, President, E.S. Fox Limited, on behalf of Concerned
Group of Niagara Business Owners

7 - 12

The submission is attached to this agenda item as CL-C 26-2020.

5. CHAIR'S REPORTS, ANNOUNCEMENTS, REMARKS

6. DELEGATIONS

6.1 Motion respecting Declaration of Public Health Issues (Agenda Item 14.1)

- | | | |
|-------|---|---------|
| 6.1.1 | Rebecca Dyck, Rebecca Dyck Consulting
The delegation submission is attached to this agenda item as CL-C 27-2020. | 13 - 14 |
| 6.1.2 | Magdolene Dykstra, Resident, City of St. Catharines
The delegation submission is attached to this agenda item as CL-C 28-2020. | 15 - 16 |
| 6.1.3 | Jennifer Dockstader, Executive Director, Fort Erie Native Friendship Centre
The delegation submission is attached to this agenda item as CL-C 29-2020. | 17 - 18 |
| 6.1.4 | Robin McBurney and Angela Menotti, Residents, City of Niagara Falls
The delegation submission is attached to this agenda item as CL-C 30-2020. | 19 - 22 |
| 6.1.5 | Shaniqua Goodridge, Resident, City of Niagara Falls
The delegation submission is attached to this agenda item as CL-C 31-2020. | 23 - 24 |
| 6.1.6 | Reverend Sandi Mansfield, Resident, City of Niagara Falls
The delegation submission is attached to this agenda item as CL-C 32-2020.

<i>This delegation request was received after the deadline. The request must be considered by Council.</i> | 25 - 26 |
| 6.1.7 | Khadija Hammuda, Resident, City of St. Catharines
The delegation submission is attached to this agenda item as CL-C 33-2020.

<i>This delegation request was received after the deadline. The request must be considered by Council.</i> | 27 - 28 |

7. ADOPTION OF MINUTES

- | | | |
|-----|--|---------|
| 7.1 | <u>Council Minutes CL 7-2020</u>
Thursday, May 21, 2020 | 29 - 39 |
| 7.2 | <u>Council Minutes CL 8-2020 (Special Meeting)</u>
Thursday, June 4, 2020 | 40 - 48 |

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- | | | |
|-------|--|----|
| 8.1.1 | CL-C 34-2020
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| 8.1.2 | CL-C 35-2020
A memorandum from A.-M. Norio, Regional Clerk, dated June 25, 2020, respecting Amendment to the Flag Raising and Niagara Sign Lighting Policy. | 50 |

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- | | | |
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| 8.2.1 | CSD 43-2020
Intra-municipal Transit Fees | 51 - 54 |
| 8.2.2 | CSD 39-2020
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| 8.2.3 | CSD 40-2020
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| 8.2.4 | CHR 3-2020
Association of Municipalities of Ontario 2020 Annual Conference | 74 - 80 |

9. COMMITTEE REPORTS - OPEN SESSION

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| 9.1 | <u>Public Works Committee</u>
Minutes PWC 5-2020, Tuesday, June 16, 2020 | 81 - 247 |
| 9.2 | <u>Public Health and Social Services Committee</u>
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| 9.3 | <u>Corporate Services Committee</u>
Minutes CSC 5-2020, Wednesday, June 17, 2020 | 378 - 445 |
| 9.4 | <u>Planning and Economic Development Committee</u>
Minutes PEDC5-2020, Wednesday, June 17, 2020 | 446 - 476 |

10. CHIEF ADMINISTRATIVE OFFICER'S REPORT(S)

- 10.1 CAO 13-2020 477 - 486
 Update on Recommendations from Ontario Ombudsman Report "Inside Job"
- 10.2 CAO 14-2020 487 - 493
 A Unified Message for All-of-Niagara Vigilance Against COVID-19

11. MOTIONS

- 11.1 Declaration of Public Health Issues 494
 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 Ip a motion to be brought forward for consideration at the June 25, 2020 Council meeting respecting the declaration of public health issues.

12. NOTICES OF MOTION

13. OTHER BUSINESS

14. CLOSED SESSION

- 14.1 Council Minutes - Closed Session
- 14.1.1 Council Minutes CL 7-2020 Closed Session May 21, 2020
 (Regular Meeting)
- 14.1.2 Council Minutes CL 8-2020 Closed Session June 4, 2020
 (Special Meeting)
- 14.2 Committee Reports - Closed Session
- 14.2.1 Public Works Committee - Closed Session
 Closed Session Minutes PWC 5-2020, Tuesday, June 16, 2020
- 14.2.2 Planning and Economic Development Committee - Closed Session
 Closed Session Minutes PEDC 5-2020, Wednesday, June 17, 2020

15. BUSINESS ARISING FROM CLOSED SESSION

16. BY-LAWS

- | | | |
|------|---|-----------|
| 16.1 | <u>Bill 2020-27</u>
A by-law to accept, assume and dedicate part of lot 13, plan M94, in the Township of West Lincoln as part of Regional Road No. 14 (Station Street). | 495 - 496 |
| 16.2 | <u>Bill 2020-28</u>
A by-law to accept, assume and dedicate part of Lot 25 adjoining Cross Concession, Town of Fort Erie as part of Regional Road No. 25 (Netherby Road). | 497 - 499 |
| 16.3 | <u>Bill 2020-29</u>
A by-law to accept, assume and dedicate part of Lot 29 and Core Concession 7, City of Welland as part of Regional Road No. 33 (Humberstone Road). | 500 - 501 |
| 16.4 | <u>Bill 2020-30</u>
A by-law to accept, assume and dedicate part of Lot 1, Range 4, Plan 284 in the City of Niagara Falls as part of Regional Road No. 43 (Bridge Street). | 502 - 503 |
| 16.5 | <u>Bill 2020-31</u>
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| 16.7 | <u>Bill 2020-33</u>
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| 16.8 | <u>Bill 2020-34</u>
A by-law to amend By-law No. 2019-100, being a by-law to establish fees and charges for the services and activities provided by the Regional Municipality of Niagara and for the use of its property and to repeal By-law 2019-28. | 510 - 511 |

- 16.9 Bill 2020-35 512 - 520
A by-law to authorize the submission of an application to Ontario Infrastructure and Lands Corporation (“OILC”) for financing certain capital work(s) of The Corporation of the City of Port Colborne; and to authorize long-term borrowing for such capital work(s) through the issue of debentures by The Regional Municipality of Niagara (the “upper tier municipality”) to OILC.
- 16.10 Bill 2020-36 521
A by-law to adopt, ratify and confirm the actions of Regional Council at it's meeting held on June 25, 2020.

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).

**An Open Letter to the Regional Chair and Niagara Town / City Mayors
June 12, 2020**

To: Regional Chair Jim Bradley
Mayor David Bylsma
Mayor Jim Diodati
Mayor Sandra Easton
Mayor Jeff A. Jordan
Mayor Wayne H. Redekop
Mayor Bill Steele

Mayor Frank Campion
Lord Mayor Betty Disero
Mayor Kevin Gibson
Mayor Marvin Junkin
Mayor Walter Sendzik
Mayor Terry Ugulini

Re: Pandemic Impact on Local Government Finances and Taxation

From: Concerned Group of Niagara Business Owners

We, the undersigned, a group of Niagara business owners, who have been in business on average for over 60 years and collectively employ more than 2,000 people in Niagara, request a meeting to discuss the reduction of municipal and regional business taxes.

COVID-19 has had a devastating impact on Niagara's economy. We commend the Federal Government for their massive and timely action. The CEWS is likely the single most positive response that a government has made for business and their employees. Similarly, the Ontario Government has acted effectively to reduce the spread of this virus. Their role in supporting a recovery and protecting the essential social safety net is as important as ever. It is now time for local government to do their part. The success of your efforts will directly relate to how well we recover. All levels of government must, like private business, jettison outdated policies, eliminate waste and reduce unnecessary spending. Many past procedures are no longer viable.

The present economic situation is dire for all Niagara businesses. Some firms have experienced a complete loss of revenue for the past few months and face possible closure. All firms, at a minimum, have seen significant revenue decreases, resulting in devastating double digit employee reductions.

It is not an understatement that most private sector Niagara businesses are in survival mode. And what is survival mode? Managers need to match income to expenses: as income drops, expenditures must follow. This means reducing payroll, cutting non-critical costs and new hires, conserving cash and postponing new equipment purchases. A well-run business aggressively cuts superfluous expenses.

Taxpayers have seen a regional 9.72% tax increase cumulatively over 2019 and 2020 and municipal increases of 17% during the same time period (Region makes ask for cash to help with COVID costs: The Niagara Independent, May 29, 2020). This is unconscionable in today's economic climate. These increases need to be immediately reversed.

This pandemic and resulting unemployment levels have not existed here for one hundred years. If local government will not effectively and permanently effect change to significantly lower their cost base now, during these extraordinary times, then when? When the private sector is largely bankrupt and out of business?

Local government must fundamentally and permanently restructure its cost base to reflect the new reality. We request an immediate meeting with the Regional Chair and local mayors to begin discussions on our collective new reality. Please do not ignore this request.

Yours Truly,

The Undersigned:

Name	Signature	Company Year Est. # of Employees	Phone / Email
E. Spencer Fox, President		E. S. Fox Limited Est. 1934 Employees = 1100+	[REDACTED] spencer.fox@esfox.com
Steve Cohen, President		Myer Salit Limited Est. 1905 Employees = 1000	[REDACTED] scohen@salitsteel.com
George Darte		George Darte Funeral Home Est. 1911 Employees = 34	george@dartefuneralhome.com [REDACTED]
Daniel Trabucco, President		Artcraft Kitchens Est. 1962 Employees = 100+	[REDACTED] daniel@artcraftkitchens.com
Stephen Parker, President		Flexo Products Limited Est. 1918 Employees = 80	[REDACTED] sparker@flexoproducts.com

Alex Digenis



Henley Honda
Subaru of Niagara
Skyway Fine Cars


alex@henleyhonda.ca

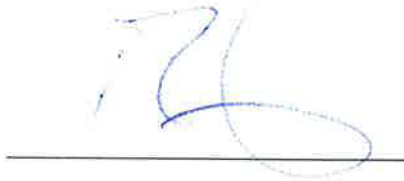
Greg Pinder
President



Pinders Security
Products
Est. 1886
Employees = 36


gpinder@pinders.com

Rob Forstinger



FBT Inc.
Est. 1945
Employees 94


rob@fbtinc.ca

JOHN
N



BEST WESTERN
HOLIDAY INN
HAMPTON
EST 1975 3400
NO EMPLOYEES


JOHN Natsopoulos
can

Steve Cohen
President



Myer Salit Limited
Est. 1905
Employees= 1000


scohen@salitsteel.com

Shawn Rapone




CMI Heavy
Industries
(Clark Machine Inc.)
Est. 1922
65+ Employees


Shawn.rapone@cmihi.com

Joseph Viola



Viola-Salter Group/
ScotiaMcLeod
8 employees


joseph.viola@
scotiawealth.com

Sunil Bahadoorsingh
Chairman & CEO




PennTerra

sunil@pennterragroup.com

Local government must fundamentally and permanently restructure its cost base to reflect the new reality. We request an immediate meeting with the Regional Chair and local mayors to begin discussions on our collective new reality. Please do not ignore this request.

Yours Truly,

The Undersigned:

Name	Signature	Company Year Est. # of Employees	Phone / Email
E. Spencer Fox, President		E. S. Fox Limited Est. 1934 Employees = 1100+	 spencer.fox@esfox.com
Victor Oreskovich President		JTL Integrated Machine Ltd Est. 1964 Employees 100	 victor@jtlmachine.com
Victor Oreskovich President		Trenergy Inc. Est. 1997 Employees 90	 victor@trenergyinc.com
Daniel Trabucco, President		Artcraft Kitchens Est. 1962 Employees = 100+	 daniel@artcraftkitchens.com
Victor Oreskovich President		HTCC Port Weller Complex Est. 1978 Multiple Lease Facility	
Victor Oreskovich President		Machina Transportation System Est. 2019 ASMI tenant	

Local government must fundamentally and permanently restructure its cost base to reflect the new reality. We request an immediate meeting with the Regional Chair and local mayors to begin discussions on our collective new reality. Please do not ignore this request.

Yours Truly,

The Undersigned:

Name	Signature	Company Year Est. # of Employees	Phone / Email
E. Spencer Fox, President		E. S. Fox Limited Est. 1934 Employees = 1100+	[REDACTED] spencer.fox@esfox.com
RUB FORETINKER		FBT Est. 1945 90 Employees	[REDACTED] rub@fbtinc.ca
AKK Architects		Est. 1998 20+ Employees	[REDACTED] wallen@ackarchitects.com
Daniel Trabucco, President		Artcraft Kitchens Est. 1962 Employees = 100+	[REDACTED] daniel@artcraftkitchens.com
DAVID DADDIO		MAPLE LEAF COLLISION EST. 1965	[REDACTED] david.daddio@mapleleafcollision.com
Ameer Akil		White Oak Resort 550 team members all laid-off	[REDACTED] aakil@whiteoakresort.co

Name

Signature

Company

Phone / Email

Year Est.

of Employees

Dean Marachi

Niagara Protective Company
1957

info @ niacost.com

15 employees +

Field employees

FELICE
VALVANOVALVANO SALON
2000 / 12

FELICE@VALVANO.CA

Tony
ValvanoValvano Salon
2000 / #12

Tony@valvano.ca

Scott Wright, P. Eng.
President and GM

Gordon Wright Electric Ltd.

Est. 1930

Employees = 40+

swright@gordonwrightltd.com

Bob Robinson

Est. 1971 now have
45 employeesbob@bobrobinsonconstructi
on.com

MARIO PINGUE

Year Est.
of Employees

2003 / 14

mariopingue@niagarafoodspecialties.com

From: [PF-Mailbox-01](#)
To: [Norio, Ann-Marie](#); [Trennum, Matthew](#)
Subject: FW: Online Form - Request to Speak at a Standing Committee
Date: Wednesday, June 17, 2020 9:57:15 AM

From: Niagara Region Website
Sent: Wednesday, 17 June 2020 09:57:10 (UTC-05:00) Eastern Time (US & Canada)
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee

Request to Speak at a Standing Committee

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

Name

Rebecca Dyck

Address

[REDACTED]

City

Campden

Postal

[REDACTED]

Phone

[REDACTED]

Email

[REDACTED]

Organization

Rebecca Dyck Consulting

standing committee

Regional Council

Presentation Topic

Racism, Transphobia and Homophobia as Public Health Issues

Presentation includes slides

No

Previously presented topic

No

Presentation Details

I am seeking to describe the current health challenges faced by people of colour and the queer community, and requesting that the Regional Council move forward legislation to support these individuals and communities.

Video Consent

Yes



From: [PF-Mailbox-01](#)
To: [Norio, Ann-Marie](#); [Trennum, Matthew](#)
Subject: FW: Online Form - Request to Speak at a Standing Committee
Date: Wednesday, June 17, 2020 10:25:52 AM

From: Niagara Region Website
Sent: Wednesday, 17 June 2020 10:25:46 (UTC-05:00) Eastern Time (US & Canada)
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee

Request to Speak at a Standing Committee

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

Name

Magdolene Dykstra

Address

[REDACTED]

City

St. Catharines

Postal

[REDACTED]

Phone

[REDACTED]

Email

[REDACTED]

Organization

standing committee

Regional Council

Presentation Topic

Racism, homophobia and transphobia are public health issues

Presentation includes slides

No

Previously presented topic

No

Presentation Details

Racism, homophobia and transphobia pose a public health issues. As an educator I have seen the impact of racism, homophobia and transphobia on students. I will ask the region to support the protection of racialized and vulnerable communities.

Video Consent

Yes



From: [PF-Mailbox-01](#)
To: [Norio, Ann-Marie](#); [Trennum, Matthew](#)
Subject: FW: Online Form - Request to Speak at a Standing Committee
Date: Wednesday, June 17, 2020 10:34:04 AM

From: Niagara Region Website
Sent: Wednesday, 17 June 2020 10:33:37 (UTC-05:00) Eastern Time (US & Canada)
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee

Request to Speak at a Standing Committee

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

Name

Jennifer Dockstader

Address

796 Buffalo Road

City

Fort Erie

Postal

L2A 5H2

Phone

[REDACTED]

Email

ExecutiveDirector@fenfc.org

Organization

Fort Erie Native Friendship Centre

standing committee

Regional Council

Presentation Topic

Support for motion that racism, homophobia, and transphobia are public health issue

Presentation includes slides

No

Previously presented topic

No

Presentation Details

I will be speaking for 5 minutes on the importance to recognize the public health effects of racism, homophobia and transphobia.

Video Consent

Yes



From: [PF-Mailbox-01](#)
To: [Norio, Ann-Marie](#); [Trennum, Matthew](#)
Subject: FW: Online Form - Request to Speak at a Standing Committee
Date: Wednesday, June 17, 2020 4:23:41 PM

From: Niagara Region Website
Sent: Wednesday, 17 June 2020 16:23:36 (UTC-05:00) Eastern Time (US & Canada)
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee

Request to Speak at a Standing Committee

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

Name

Robin McBurney

Address

[REDACTED]

City

Niagara Falls, ON

Postal

[REDACTED]

Phone

[REDACTED]

Email

[REDACTED]

Organization

standing committee

Regional Council

Presentation Topic

Racism, Homophobia and Transphobia

Presentation includes slides

No

Previously presented topic

No

Presentation Details

As an educator, I would like to stress the importance of recognizing racism, homophobia and transphobia as a public health issue.

Video Consent

Yes



From: [PF-Mailbox-01](#)
To: [Norio, Ann-Marie](#); [Trennum, Matthew](#)
Subject: FW: Online Form - Request to Speak at a Standing Committee
Date: Thursday, June 18, 2020 9:48:19 PM

From: Niagara Region Website
Sent: Thursday, 18 June 2020 21:48:14 (UTC-05:00) Eastern Time (US & Canada)
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee

Request to Speak at a Standing Committee

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

Name

Angela Menotti

Address

[REDACTED]

City

Niagara Falls

Postal

[REDACTED]

Phone

[REDACTED]

Email

[REDACTED]

Organization

standing committee

Regional Council

Presentation Topic

Recognizing racism, homophobia and transphobia as public health issues

Presentation includes slides

No

Previously presented topic

No

Presentation Details

I will be joining Robin McBurney who will presenting that racism, homophobia and transphobia should be recognized as a public health issue.

Video Consent

Yes



From: [PF-Mailbox-01](#)
To: [Norio, Ann-Marie](#); [Trennum, Matthew](#)
Subject: FW: Online Form - Request to Speak at a Standing Committee
Date: Thursday, June 18, 2020 12:40:47 PM

From: Niagara Region Website
Sent: Thursday, 18 June 2020 12:40:40 (UTC-05:00) Eastern Time (US & Canada)
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee

Request to Speak at a Standing Committee

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

Name

Shaniqua Goodridge

Address

[REDACTED]

City

Niagara Falls

Postal

[REDACTED]

Phone

[REDACTED]

Email

[REDACTED]

Organization

standing committee

Regional Council

Presentation Topic

Racism, homophobia and transphobia being a public health issue

Presentation includes slides

No

Previously presented topic

No

Presentation Details

I want racism, transphobia and homophobia recognized as a public health issue.

Video Consent

Yes



From: [PF-Mailbox-01](#)
To: [Norio, Ann-Marie](#); [Trennum, Matthew](#)
Subject: FW: Online Form - Request to Speak at a Standing Committee
Date: Friday, June 19, 2020 9:41:05 AM

From: Niagara Region Website
Sent: Friday, 19 June 2020 09:41:00 (UTC-05:00) Eastern Time (US & Canada)
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee

Request to Speak at a Standing Committee

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

Name

Reverend Sandi Mansfield

Address

[REDACTED]

City

Niagara Falls

Postal

[REDACTED]

Phone

[REDACTED]

Email

[REDACTED]

Organization

Episcopal Catholic Church of Canada

standing committee

Regional Council

Presentation Topic

Black, Indigenous, and LGBTQIA+ communities experience physical, social, mental, and emotional harms due to racism, homophobia, transphobia, and other discrimination and stigma present across sectors, including health, education, employment, housing, child care, policing and law enforcement, and the criminal justice system;

Presentation includes slides

No

Previously presented topic

No

Presentation Details

seeking that the Regional Council and its Board of Health DECLARE that racism, homophobia, and transphobia public health issues,

Video Consent

Yes



From: [PF-Mailbox-01](#)
To: [Norio, Ann-Marie](#); [Trennum, Matthew](#)
Subject: FW: Online Form - Request to Speak at a Standing Committee
Date: Friday, June 19, 2020 1:45:36 PM

From: Niagara Region Website
Sent: Friday, 19 June 2020 13:45:31 (UTC-05:00) Eastern Time (US & Canada)
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee

Request to Speak at a Standing Committee

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

Name

Khadija Hammuda

Address

[REDACTED]

City

St. Catharines

Postal

[REDACTED]

Phone

[REDACTED]

Email

[REDACTED]

Organization

standing committee

Regional Council

Presentation Topic

Motion to recognize racism and homophobia as public health issues

Presentation includes slides

No

Previously presented topic

No

Presentation Details

To support the motion

Video Consent

Yes



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

**CL 7-2020
Thursday, May 21, 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, Darte, Diodati, Disero, Easton, Edgar, Fertich, Foster, Gale, Gibson, Greenwood, Heit, Huson, Insinna, Ip, Jordan, Junkin, Nicholson, Redekop, Rigby, Sendzik, Steele, Ugolini, Vilella, Whalen, Witteveen, Zalepa
Absent/Regrets:	Bellows
Staff Present in the Council Chamber:	M. Lewis, Technology Support Analyst, A.-M. Norio, Regional Clerk, R. Tripp, Acting Chief Administrative Officer
Staff Present via Teleconference:	D. Barnhart, Executive Officer to the Regional Chair, H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, D. Gibbs, Director, Legal & Court Services, 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, F. Meffe, Director, Human Resources, D. Miron, Manager, Health, Safety and Wellness, R. Mostacci, Commissioner, Planning & Development Services, K. Smith, Chief/Director, Emergency Medical Services, M. Trennum, Deputy Regional Clerk, J. Tonellato, Director, Water and Wastewater Services, D. Woiceshyn, Chief Executive Officer, Niagara Regional Housing, B. Zvaniga, Interim Commissioner, Public Works

1. CALL TO ORDER

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

2. ADOPTION OF AGENDA

2.1 Addition of Items

There were no items added to the agenda.

2.2 Changes in Order of Items

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

Moved by Councillor Villella
Seconded by Councillor Huson

That Council Agenda CL 7-2020, **BE ADOPTED.**

Carried

3. DISCLOSURES OF PECUNIARY INTEREST

Councillor Huson declared an indirect pecuniary interest with respect to the portion of the Corporate Services Committee minutes CSC 4-2020 (Agenda Item 9.3) concerning Correspondence Item CSC-C 7-2020 (Minute Item 6) respecting COVID-19 Response and Business Continuity in Corporate Services as the item references a partnership with Brock University for housing essential service workers and she has an employment relationship with Brock University.

Councillor Campion declared an indirect pecuniary interest with respect to the portion of the Corporate Services Committee minutes CSC 4-2020 (Agenda Item 9.3) concerning Confidential Report CSD 25-2020 (Minute Item 9.1) 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 he is the Mayor of the City of Welland.

Councillor Chiocchio declared an indirect pecuniary interest with respect to Correspondence Item CL-C 22-2020 (Agenda Item 8.2.2) respecting Canada/US Border Crossings - Essential Traffic Only - COVID-19 as it deals with the Canada/US Border and he is an employee of the Niagara Falls Bridge Commission.

Councillor Gale declared an indirect pecuniary interest with respect to the portion of the Corporate Services Committee minutes CSC 4-2020 (Agenda Item 9.3) concerning Report CSD 26-2020 (Minute Item 5.2) respecting Long-Term Care (LTC) Redevelopment Procurement Process as his daughter-in-law is employed in a long-term care home.

4. PRESENTATIONS

There were no presentations.

5. CHAIR'S REPORTS, ANNOUNCEMENTS, REMARKS

The Regional Chair provided an update respecting activities within the Region and the efforts of Niagara Region with respect to the COVID-19 pandemic.

6. **DELEGATIONS**

There were no delegations.

7. **ADOPTION OF MINUTES**

7.1 **Council Minutes CL 6-2020**

Thursday, April 23, 2020

Moved by Councillor Butters

Seconded by Councillor Nicholson

That Minutes CL 6-2020 being the Open Session minutes of the Regional Council meeting held on Thursday, April 23, 2020, **BE ADOPTED.**

Carried

8. **CORRESPONDENCE**

8.1 **Receive and/or Refer**

Moved by Councillor Rigby

Seconded by Councillor Diodati

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

CL-C 20-2020 respecting Response to Further Questions regarding Universal Testing Proposal, **BE RECEIVED**;

CL-C 21-2020 respecting Business Continuity Planning and Staff Redeployment Update, **BE RECEIVED**;

CL-C 22-2020 respecting Collection, Use, and Disclosure of Personal Health Information related to COVID-19, **BE RECEIVED**; and

CL-C 23-2020 respecting Award of Tender – New Affordable Housing Project – 6388 Hawkins Street and 7180 Heximer Avenue, City of Niagara Falls, **BE RECEIVED.**

Carried

8. CORRESPONDENCE

8.2 For Consideration

8.2.1 CL-C 18-2020

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

Moved by Councillor Darte
Seconded by Councillor Sendzik

That Correspondence Item CL-C 18-2020, being a memorandum from A.-M. Norio, Regional Clerk, dated May 21, 2020, respecting Association of Municipalities of Ontario (AMO) Board of Directors Endorsement, **BE RECEIVED** and the following recommendation **BE APPROVED:**

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

Carried

8.2 For Consideration

8.2.2 CL-C 19-2020

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

Moved by Councillor Redekop
Seconded by Councillor Greenwood

That Item CL-C 19-2020, being correspondence from the Town of Fort Erie and the City of Port Colborne respecting support for resolutions respecting Canada/US Border Crossing - Essential Traffic Only - COVID-19, **BE RECEIVED**; and

That the Regional Chair **BE DIRECTED** to send a letter to the Federal government endorsing the motions respecting Canada/US Border Crossing - Essential Traffic Only - COVID-19.

Carried

8.2.3 CSD 34-2020

2020 COVID-19 Cash Flow Update Report - May

Moved by Councillor Whalen
Seconded by Councillor Fertich

That Report CSD 34-2020, dated May 21, 2020, respecting 2020 COVID-19 Cash Flow Update Report – May, **BE RECEIVED** for information.

Carried

8.2.4 CSD 35-2020

COVID-19 Financial Impacts Update

Moved by Councillor Zalepa
Seconded by Councillor Insinna

That Report CSD 35-2020, dated May 21, 2020, respecting COVID-19 Financial Impacts Update, **BE RECEIVED** for information.

Carried

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

Moved by Councillor Steele
Seconded by Councillor Edgar

That Correspondence Item CL-C 24-2020, being a memorandum from A-M. Norio, Regional Clerk, dated May 21, 2020, respecting Appointment of Budget Review Committee of the Whole Chair and Vice Chair for 2021 and 2022 Budget Years, **BE RECEIVED**; and

That the process for selecting a Chair and Vice Chair of the Budget Review Committee of the Whole for the 2021 and 2022 Budget Years **BE CONDUCTED** at this time.

Carried

Moved by Councillor Disero
Seconded by Councillor Foster

That Councillor Zalepa and Councillor Whalen **REMAIN** in their positions as Chair and Vice Chair of the Budget Review Committee of the Whole for the 2021 and 2022 budget years.

Carried

9. COMMITTEE REPORTS - OPEN SESSION

9.1 Public Works Committee

Minutes PWC 4-2020, Tuesday, May 12, 2020

Moved by Councillor Rigby
Seconded by Councillor Edgar

That Report PWC 4-2020 being the Open Session minutes of the Public Works Committee meeting held on Tuesday, May 12, 2020, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

9.2 Public Health and Social Services Committee

Minutes PHSSC 4-2020, Tuesday, May 12, 2020

Moved by Councillor Chiocchio
Seconded by Councillor Witteveen

That Report PHSSC 4-2020 being the Open Session minutes of the Public Health & Social Services Committee meeting held on Tuesday, May 12, 2020, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

9.2.1 Minute Item 3.1 respecting The Need for COVID-19 Testing in Niagara

The motion contained in Minute Item 3.1 was considered separately 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 publicly run, licensed 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.

Moved by Councillor Whalen
Seconded by Councillor Gale

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

1. That the Regional Municipality of Niagara **SUPPORT** all **legitimate** local initiatives including exploring of a publicly run, licensed 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.

Defeated

The Regional Chair called the vote on the motion.

Clause 1 was considered separately.

Recorded Vote:

Yes (20): Butters, Bylsma, Chiocchio, Diodati, Disero, Foster, Gale, Greenwood, Huson, Insinna, Jordan, Junkin, Nicholson, Sendzik, Steele, Ugolini, Villella, Whalen, Witteveen, Zalepa.

No (8): Campion, Easton, Edgar, Fertich, Heit, Ip, Redekop, Rigby.

Carried

The Regional Chair called the vote on the balance of the recommendations.

Recorded Vote:

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

No (0).

Carried

9.2.2 Balance of the recommendations from Public Health and Social Services Committee

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

Carried

9.3 Corporate Services Committee

Minutes CSC 4-2020, Wednesday, May 13, 2020

Moved by Councillor Foster
Seconded by Councillor Bylsma

That Report CSC 4-2020 being the Open Session minutes of the Corporate Services Committee meeting held on Wednesday, May 13, 2020, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

9.4 Planning and Economic Development Committee

Minutes PEDC 4-2020, Wednesday, May 13, 2020

Moved by Councillor Huson
Seconded by Councillor Ugulini

That Report PEDC 4-2020 being the Open Session minutes of the Planning & Economic Development Committee meeting held on Wednesday, May 13, 2020, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

Councillor Information Request(s):

Provide information respecting the recruitment of the permanent Director of Economic Development position given the importance of the position in the economic recovery plan for the Niagara. Councillor Huson.

10. CHIEF ADMINISTRATIVE OFFICER'S REPORT(S)

There were no Chief Administrative Officer Reports.

11. MOTIONS

11.1 Reconsideration of 2020 Water and Wastewater Budget

Moved by Councillor Campion
Seconded by Councillor Chiocchio

That, in accordance with subsection 2.4 of Niagara Region's Procedural By-law, the rules of procedure, specifically subsection 19.16 "Motion to Reconsider" of the Procedural By-law, **BE SUSPENDED** to permit Council to reconsider the 2020 Water and Wastewater Budget at this meeting.

Recorded Vote:

Yes: (14) Butters, Campion, Chiocchio, Darte, Diodati, Disero, Huson, Redekop, Rigby, Sendzik, Steele, Ugulini, Villella, Whalen.

No: (16) Bylsma, Easton, Edgar, Fertich, Foster, Gale, Gibson, Greenwood, Heit, Insinna, Ip, Jordan, Junkin, Nicholson, Witteveen, Zalepa.

Defeated

12. NOTICES OF MOTION

There were no notices of motion.

13. OTHER BUSINESS

13.1 Subcommittee & Advisory Committee Meetings

Councillor Huson requested information respecting when the subcommittee and advisory committees would resume meeting. Ann-Marie Norio, Regional Clerk, advised that allowing the subcommittee and advisory committees to meet using electronic participation would require a Procedural By-law amendment. She stated staff would provide a report back to the Corporate Services Committee at its meeting being held June 17, 2020.

14. CLOSED SESSION

Moved by Councillor Gale
Seconded by Councillor Darté

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

A Matter Respecting Litigation and A Matter of Advise 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.

Carried

Council resolved into closed session at 8:49 p.m.

15. BUSINESS ARISING FROM CLOSED SESSION

Council reconvened in open session at 9:05 p.m. with the following individuals in attendance:

Council Members Present in the Council Chamber: Bradley (Regional Chair)

Council Members Present via Teleconference: Butters, Bylsma, 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, Campion

Staff Present in the Council Chamber: M. Lewis, Technology Support Analyst, M. Lewis, Technology Support Analyst, A.-M. Norio, Regional Clerk, R. Tripp, Acting Chief Administrative Officer

Staff Present via Teleconference: D. Gibbs, Director, Legal & Court Services, T. Harrison, Commissioner/Treasurer, Corporate Services, F. Meffe, Director, Human Resources, R. Mostacci, Commissioner, Planning & Development Services, M. Trennum, Deputy Regional Clerk, B. Zvaniga, Interim Commissioner, Public Works

15.1 Confidential HR 4-2020

A Matter of Labour Relations: CUPE 1263 Interest Arbitration Award

Moved by Councillor Steele

Seconded by Councillor Whalen

That Report HR 4-2020, dated April 23, 2020, respecting A Matter of Labour Relations – CUPE 1263 Interest Arbitration Award **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. The Regional Chair and the Regional Clerk **BE DIRECTED** to execute the collective agreement on behalf of the Regional Municipality of Niagara as per the binding March 23, 2020 Interest Arbitration Award of Arbitration Board Chair Kevin M. Burkett for the 2 year period of January 1, 2019 to December 31, 2020 for CUPE and its Local 1263.

Carried

16. BY-LAWS

Moved by Councillor Gibson

Seconded by Councillor Greenwood

That Bill 2020-25, being a by-law to adopt, ratify and confirm the actions of Regional Council at its meeting held on May 21, 2020, **BE NOW READ** and **DO PASS**:

Carried

17. ADJOURNMENT

There being no further business, the meeting adjourned at 9:11 p.m.

Jim Bradley
Regional Chair

Matthew Trennum
Deputy Regional Clerk

Ann-Marie Norio
Regional Clerk

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

**CL 8-2020
Thursday, June 4, 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: Bellows, Butters, Bylsma, Campion, Chiocchio, Darte, Diodati, Disero, Easton, Edgar, Fertich, Foster, Gale, Gibson, Greenwood, Heit, Huson, Insinna, Ip, Junkin, Nicholson, Redekop, Rigby, Sendzik, Steele, Ugulini, Villella, Whalen, Witteveen, Zalepa

Absent/Regrets: Jordan

Staff Present in the Council Chamber: M. Lewis, Technology Support Analyst, A.-M. Norio, Regional Clerk, R. Tripp, Acting Chief Administrative Officer

Staff Present via Teleconference: D. Barnhart, Executive Officer to the Regional Chair, H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, D. Gibbs, Director, Legal & Court Services, T. Harrison, Commissioner/Treasurer, Corporate Services, Dr. M. M. Hirji, Acting Medical Officer of Health, A. Jugley, Commissioner, Community Services, V. Kuhns, Acting Director, Economic Development, F. Meffe, Director, Human Resources, R. Mostacci, Commissioner, Planning & Development Services, A.-M. Norio, Regional Clerk, A. Scott, Manager, Continuous Quality Improvement, H. Talbot, Financial and Special Projects Consultant, R. Tripp, Acting Chief Administrative Officer, B. Wilson, Legal Counsel, N. Wolfe, Director, Construction, Energy, and Facilities Management, B. Zvaniga, Interim Commissioner, Public Works

1. CALL TO ORDER

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

Regional Chair Bradley acknowledged the events that were transpiring in the United States respecting the death of George Floyd. The Chair offered, on behalf of Regional Council, a full and unequivocal condemnation of racism and discrimination regardless of the form it takes noting that Regional Council rejects all forms of exclusion and intolerance. Chair Bradley highlighted that Regional Council has actively pursued membership in the Coalition of Inclusive Municipalities which will assist us as we advance policies that promote social inclusion, eradicate all forms of racism and promote human rights and diversity.

Regional Chair Bradley announced that it was Seniors and Pride month in Ontario and that both the new Age-Friendly flag and the Pride flag would be flying for the month of June in the International Plaza at Regional Headquarters.

2. **ADOPTION OF AGENDA**

2.1 **Changes in Order of Items**

Moved by Councillor Redekop
Seconded by Councillor Darte

That the order of the agenda **BE AMENDED** to move the consideration of Confidential Report CSD 42-2020 respecting 2021 Canada Summer Games Agreements Update and Next Steps (Agenda Item 4.2) to immediately following Report CAO 11-2020 (Agenda Item 7.1).

Carried

Moved by Councillor Gibson
Seconded by Councillor Insinna

That Council Agenda CL 8-2020, **BE ADOPTED**, as amended.

Carried

3. **DISCLOSURES OF PECUNIARY INTEREST**

Councillor Bellows declared an indirect pecuniary interest with respect to Confidential Report CSD 42-2020 (Agenda Item 4.2) and Report CAO 11-2020 (Agenda Item 7.1) respecting the 2021 Canada Summer Games as she is the provincially appointed representative on the Canada Summer Games Board of Directors.

Councillor Huson declared an indirect pecuniary interest with respect to Confidential Report CSD 42-2020 (Agenda Item 4.2) and Report CAO 11-2020 (Agenda Item 7.1) respecting 2021 Canada Summer Games as the items reference Brock University as she has an employment relationship with Brock University.

4. CLOSED SESSION

Moved by Councillor Foster
Seconded by Councillor Whalen

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

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

A Matter of Advice that is Subject to Solicitor-Client Privilege and A Matter of Commercial Information, supplied in confidence to the municipality which if disclosed could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization, under s. 239(2) of the Municipal Act, 2001 – 2021 Canada Summer Games Agreements Update and Next Steps

Carried

Council resolved into closed session at 4:30 p.m.

5. BUSINESS ARISING FROM CLOSED SESSION

Council reconvened in open session at 5:51 p.m. with the following individuals in attendance:

Council Members Bradley (Regional Chair)
Present in the Council
Chamber:

Council Members Bellows, Butters, Bylsma, Campion, Chiocchio, Darte, Diodati,
Present via Disero, Easton, Edgar, Fertich, Foster, Gale, Gibson,
Teleconference: Greenwood, Heit, Huson, Insinna, Ip, Junkin, Nicholson,
 Redekop, Rigby, Sendzik, Steele, Ugulini, Villella, Whalen,
 Witteveen, Zalepa

Absent/Regrets: Jordan

Staff Present in the Council Chamber: M. Lewis, Technology Support Analyst, A.-M. Norio, Regional Clerk, R. Tripp, Acting Chief Administrative Officer

Staff Present via Teleconference: D. Barnhart, Executive Officer to the Regional Chair, H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, D. Gibbs, Director, Legal & Court Services, T. Harrison, Commissioner/Treasurer, Corporate Services, Dr. M. M. Hirji, Acting Medical Officer of Health, A. Jugley, Commissioner, Community Services, V. Kuhns, Acting Director, Economic Development, F. Meffe, Director, Human Resources, R. Mostacci, Commissioner, Planning & Development Services, A.-M. Norio, Regional Clerk, A. Scott, Manager, Continuous Quality Improvement, H. Talbot, Financial and Special Projects Consultant, R. Tripp, Acting Chief Administrative Officer, B. Wilson, Legal Counsel, N. Wolfe, Director, Construction, Energy, and Facilities Management, B. Zvaniga, Interim Commissioner, Public Works

5.1 Confidential Verbal Update

Moved by Councillor Insinna
Seconded by Councillor Bylsma

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

Carried

6. **CORRESPONDENCE**

6.1 **CL-C 25-2020**

Request for Proposal for Insurance and Risk Management Services

Moved by Councillor Nicholson

Seconded by Councillor Butters

That Correspondence Item CL-C 25-2020, being a memorandum from D. Pasto, Risk Management Program Manager, dated June 4, 2020, respecting Update regarding Request for Proposal for Insurance and Risk Management Services, **BE RECEIVED** for information.

Carried

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

7.1 **CAO 11-2020**

2021 Canada Summer Games Event and Project Update

Moved by Councillor Steele

Seconded by Councillor Sendzik

That Report CAO 11-2020, dated June 4, 2020, respecting 2021 Canada Summer Games Event and Project Update, **BE RECEIVED** for information.

Carried

5. **BUSINESS ARISING FROM CLOSED SESSION**

5.2 **Confidential CSD 42-2020**

2021 Canada Summer Games Agreements Update and Next Steps

Moved by Councillor Sendzik

Seconded by Councillor Ugolini

That Confidential Report CSD 42-2020, dated June 4, 2020, respecting A Matter of Advice that is Subject to Solicitor-Client Privilege and A Matter of Commercial Information, supplied in confidence to the municipality which if disclosed could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization, under s. 239(2) of the Municipal Act, 2001 – 2021 Canada Summer Games Agreements Update and Next Steps, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That this report **BE RECEIVED** for information;
2. That Regional Council **APPROVE**, in principle, the transfer of responsibility for the construction of Canada Games Park from 2021 Canada Games Host Society Inc. to The Regional Municipality of Niagara, subject to the fulfillment of the conditions set out in Recommendation 3;
3. That the Regional Chair and Regional Clerk **BE AUTHORIZED** to execute the CGP Transition Agreements and such other ancillary agreements as may be required, including, but not limited to assignment agreements in respect of the CGP Host Agreements, so as to effect the transfer of responsibility for the construction of Canada Games Park from 2021 Canada Games Host Society Inc. to Niagara Region on terms and conditions satisfactory to the CAO and Director of Legal and Court Services, provided that in the case of the Transition Agreement with 2021 Canada Games Host Society Inc.:
 - a. the financial terms and conditions of this agreement(s), including with respect to the \$58 million in Investing in Canada Infrastructure Program ("ICIP") capital funding committed to Canada Games Park are satisfactory to the Commissioner of Corporate Services and Treasurer; and
 - b. the Transition Agreement includes terms and conditions consistent with the principles set out in the term sheet attached as APPENDIX 3; and
4. That a maximum gross capital budget adjustment in the amount of \$83,209,846 gross and \$100,000 net **BE APPROVED IN PRINCIPLE** for the Canada Games Park and that the project **BE FUNDED** from cost sharing agreements with St. Catharines (\$9,962,344), Thorold (\$5,105,501), Brock University (\$4,496,643), Canada Games Host Society Inc. (\$5,545,358), Provincial (\$29,000,000), Federal (\$29,000,000) Funding and an operating transfer to capital (\$100,000) and that staff **BE DIRECTED** to report back with the amount to be initiated once the transition has been finalized.

The following friendly **amendment** was accepted by the Regional Chair, and the mover and seconder of the motion to add a Clause 5 as follows:

5. ***That any further action BE SUBJECT to confirmation that all risks, financial and otherwise have been identified and mitigation measures where required identified for Regional Council.***

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

That Confidential Report CSD 42-2020, dated June 4, 2020, respecting A Matter of Advice that is Subject to Solicitor-Client Privilege and A Matter of Commercial Information, supplied in confidence to the municipality which if disclosed could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization, under s. 239(2) of the Municipal Act, 2001 – 2021 Canada Summer Games Agreements Update and Next Steps, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That this report **BE RECEIVED** for information;
2. That Regional Council **APPROVE**, in principle, the transfer of responsibility for the construction of Canada Games Park from 2021 Canada Games Host Society Inc. to The Regional Municipality of Niagara, subject to the fulfillment of the conditions set out in Recommendation 3;
3. That the Regional Chair and Regional Clerk **BE AUTHORIZED** to execute the CGP Transition Agreements and such other ancillary agreements as may be required, including, but not limited to assignment agreements in respect of the CGP Host Agreements, so as to effect the transfer of responsibility for the construction of Canada Games Park from 2021 Canada Games Host Society Inc. to Niagara Region on terms and conditions satisfactory to the CAO and Director of Legal and Court Services, provided that in the case of the Transition Agreement with 2021 Canada Games Host Society Inc.:
 - a. the financial terms and conditions of this agreement(s), including with respect to the \$58 million in Investing in Canada Infrastructure Program ("ICIP") capital funding committed to Canada Games Park are satisfactory to the Commissioner of Corporate Services and Treasurer; and
 - b. the Transition Agreement includes terms and conditions consistent with the principles set out in the term sheet attached as APPENDIX 3;

4. That a maximum gross capital budget adjustment in the amount of \$83,209,846 gross and \$100,000 net **BE APPROVED IN PRINCIPLE** for the Canada Games Park and that the project **BE FUNDED** from cost sharing agreements with St. Catharines (\$9,962,344), Thorold (\$5,105,501), Brock University (\$4,496,643), Canada Games Host Society Inc. (\$5,545,358), Provincial (\$29,000,000), Federal (\$29,000,000) Funding and an operating transfer to capital (\$100,000) and that staff **BE DIRECTED** to report back with the amount to be initiated once the transition has been finalized; and
5. That any further action **BE SUBJECT** to confirmation that all risks, financial and otherwise have been identified and mitigation measures where required identified for Regional Council.

Clause 1 was considered separately.

Recorded Vote:

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

No: (0).

Carried

The Regional Chair called the vote on the balance of the recommendations.

Recorded Vote:

Yes: (25) Bellows, Butters, Bylsma, Campion, Chiocchio, Darte, Disero, Easton, Edgar, Fertich, Foster, Gale, Gibson, Greenwood, Heit, Insinna, Junkin, Nicholson, Rigby, Sendzik, Steele, Ugulini, Whalen, Witteveen, Zalepa.

No: (3) Ip, Redekop, Villella.

Carried

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

7.2 **CAO 12-2020**

Update on "*Open Niagara*" - Niagara Region's Recovery Plan

Moved by Councillor Heit

Seconded by Councillor Edgar

That Memorandum CAO 12-2020, dated June 4, 2020, respecting Update on "*Open Niagara*" – Niagara Region's Recovery Plan, **BE RECEIVED** for information.

Carried

8. **BY-LAWS**

8.1 **Bill 2020-26**

Moved by Councillor Witteveen

Seconded by Councillor Diodati

That Bill 2020-26 being a by-law to adopt, ratify and confirm the actions of Regional Council at its special meeting held on June 4, 2020, **BE NOW READ** and **DO PASS**.

Carried

9. **ADJOURNMENT**

There being no further business, the meeting adjourned at 7:31 p.m.

Jim Bradley
Regional Chair

Ann-Marie Norio
Regional Clerk

MEMORANDUM

CL-C 34-2020

Subject: Notice of Procedural By-law Amendment – Amendment to allow Electronic Meeting Participation for Sub-Committees and Advisory Committees

Date: June 25, 2020

To: Regional Council

From: Ann-Marie Norio, Regional Clerk

At its meeting held on June 17, 2020, the Corporate Services Committee approved Report CLK 8-2020 – Sub-Committee and Advisory Committee Meetings. This report provided for Niagara Region advisory and sub-committees to hold meetings via electronic participation during the period of the emergency declared by the Province of Ontario. In order to permit the sub-committees and advisory committees to hold meetings electronically, a Procedural By-law amendment is required.

Subject to approval of the Corporate Services Committee minutes, this memorandum provides notice that the applicable Procedural By-law amendment to update Section 2 General of the by-law accordingly, will be brought to the Regional Council meeting being held on July 23, 2020, for Council's consideration.

Respectfully submitted and signed by

Ann-Marie Norio
Regional Clerk

MEMORANDUM

CL-C 35-2020

Subject: Report CLK 6-2020 Flag Raising and Niagara Sign Lighting Policy

Date: June 25, 2020

To: Regional Council

From: Ann-Marie Norio, Regional Clerk

At the Corporate Services Committee meeting held on June 17, 2020, Committee considered Report CLK 6-2020 to approve a Flag Raising and Niagara Sign Lighting Policy. There was some discussion respecting the provision in the policy regarding half-masting the flags as it relates to the death of the Sovereign or a member of the Sovereign's immediate family.

As a result, staff took the opportunity to review the Government of Canada rules for half-masting the National Flag of Canada and in order to ensure consistency with those rules, the wording of the provision in the policy has been changed from:

"The Sovereign or a member of the Sovereign's immediate family"

to read:

"The Sovereign or their spouse or the Heir to the Throne or the Heir of the Heir to the Throne".

This change has been reflected in the policy attached to Report CLK 6-2020 that is included in the items from Corporate Services Committee on the Council agenda (Agenda Item 12.3) and will be approved as part of the minutes of the Corporate Services Committee.

Respectfully submitted and signed by

Ann-Marie Norio
Regional Clerk

Subject: Intra-municipal Transit Fees

Report to: Regional Council

Report date: Thursday, June 25, 2020

Recommendations

1. That the Intra-municipal transit fees in CSD 43-2020 **BE APPROVED**; and
2. That the necessary by-law **BE PRESENTED** to Council for consideration.

Key Facts

- The purpose of this report is to seek Council's approval to add Intra-municipal transit fees to the 2020 Fees and Charges by-law.
- At its meeting held on November 5, 2019, Public Works Committee approved PW 60-2019, a report outlining the on-demand transit concept for NRT service expansion pilots and authorizing the Chief Administrative Officer to execute an agreement with Via Mobility LLC to deploy on-demand transit service in West Niagara.
- At its meeting held on December 12, 2019, Regional Council approved Bill 2019-100, a by-law to establish fees and charges for services and activities provided by The Regional Municipality of Niagara and for the use of its property.
- The contract with Via Mobility LLC was not signed until February 2020 and therefore related fees could not be included in the original by-law.
- Following the resolution of a delay related to COVID-19, the pilot service is anticipated to begin August 17, 2020; as such, intra-municipal transit fees are now required.

Financial Considerations

Funding for the on-demand pilot project was included as part of program change IMT-01 in the Council-approved 2020 operating budget.

Analysis

Regional Council approved report PW 60-2019 in November 2019 which outlined the on-demand transit concept for NRT service expansion pilots for Niagara West (Grimsby,

Lincoln, West Lincoln, Pelham, and Wainfleet). It also authorized the Chief Administrative Officer to execute an agreement with Via Mobility LLC to deploy on-demand transit service. As per the June 2020 memorandum CWCD 159-2020, since the contract was executed in February 2020, project staff have been working with Via and local partners on the detailed logistics plan and roll-out of this pilot service.

The integrated services model approved in PW 60-2019 permits riders to take both inter-municipal (between municipalities) and intra-municipal (within municipalities) transit trips. The intra-municipal trips are only available to those municipalities that opted into participation by making a financial contribution and include Pelham, Lincoln, and Grimsby. The existing 2020 Fees and Charges bylaw includes inter-municipal transit fees but, until this pilot service, the fee schedule did not contemplate intra-municipal fees.

In anticipation of the service launch date of August 17, 2020, staff are requesting an amendment to the by-law to include a section for the intra-municipal transit component. The fees are as follows and align with the Inter-municipal Transit Working Group's integrated fare strategy:

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
Intra-Municipal Transit:						
Adults Cash Fare	each	-	3.00	-	3.00	Exempt
Seniors (65+) Cash Fare	each	-	3.00	-	3.00	Exempt
Elementary (6+) / High School Students Cash Fare	each	-	3.00	-	3.00	Exempt
Child (0-5) Cash Fare	each	-	No Charge	-	No Charge	Exempt
Adults 10-ride Card	each	-	27.00	-	27.00	Exempt
Seniors (65+) 10-ride Card	each	-	22.50	-	22.50	Exempt

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
Elementary (6+) / High School Students 10-ride Card	each	-	22.50	-	22.50	Exempt
Adults Monthly Pass	each	-	85.00	-	85.00	Exempt
Seniors (65+) Monthly Pass	each	-	65.00	-	65.00	Exempt
Elementary (6+) / High School Students Monthly Pass	each	-	65.00	-	65.00	Exempt

Alternatives Reviewed

Council could choose not to proceed with the amendment; however, since the pilot and budget were previously approved, a contract executed with the provider, and fleet vehicles scheduled for delivery, this is not recommended.

Relationship to Council Strategic Priorities

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

Other Pertinent Reports

- Bill 2019-100 A by-law to establish fees and charges for services and activities provided by The Regional Municipality of Niagara and for the use of its property and to repeal By-law 2019-28
- CSD 72-2019 2020 Fees and Charges By-law
- CSD 78-2019 2020 Levy Operating Budget

- PW 60-2019 On-Demand Transit – Pilot Authorization (Simulation Results)
- CWCD 159-2020 Update on West Niagara On-Demand Transit Deployment

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This report was prepared in consultation with Matt Robinson, Director, GO Implementation Office, and reviewed by Helen Chamberlain, Director, Financial Management and Planning, Deputy Treasurer and Leah Tracey, Project Coordinator, GO Implementation Office.

Appendices

N/A

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

Report to: Regional Council

Report date: Thursday, June 25, 2020

Recommendations

1. 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 June with specific reference to the impacts of concessions made to Local Area Municipalities (LAMs) 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 LAM tax and water and wastewater remittances to the Region, as well as waiving interest charges on late payments.
- Overall the amount due from the LAMs for general and special purposes tax levies and water and wastewater payments in Q2 is approximately \$130 million of which \$112 million has been received by June 17th with another \$13.2 million anticipated by June 30th; the amount due for the third and fourth quarters are approximately \$148 million and \$146 million, respectively.
- Cash flow results for June have improved over the May forecast primarily as the result of more remittances from the LAMs being paid on time relative to the forecast model.
- Cash flow forecasting is an important tool to ensure that sufficient funds are available to meet the Region's operating and capital payment obligations.

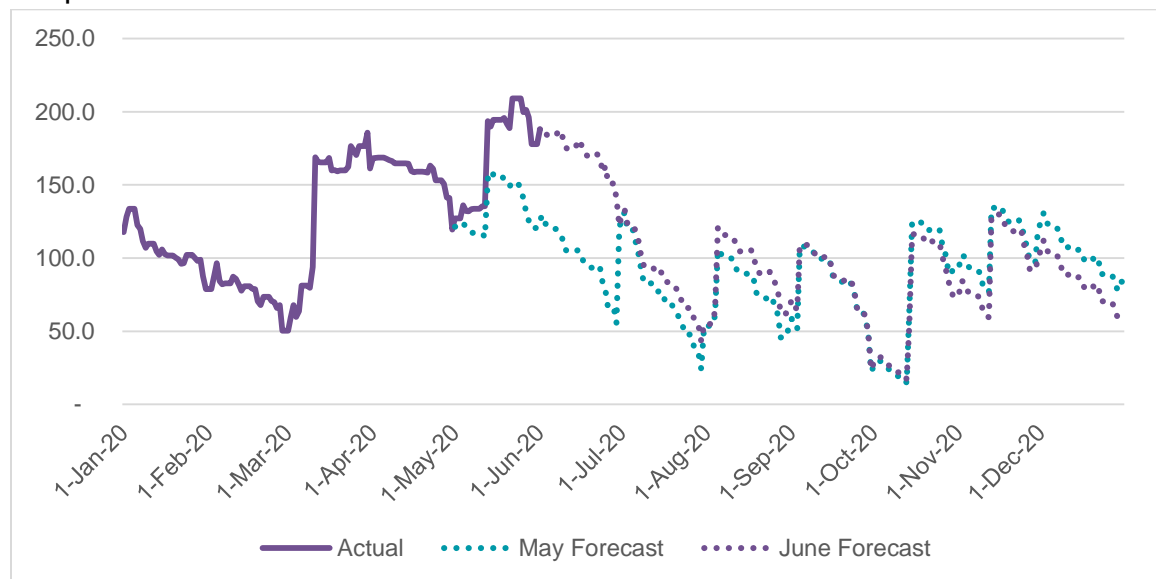
Financial Considerations

The COVID-19 pandemic continues to cause a strain on a number of financial resources. Niagara Region cash balances are impacted by increased spending for pandemic relief services, as well as by deferred and/or reduced revenue collections.

The Region's cash flows are monitored to ensure sufficient liquidity to provide for ongoing operations. Balances as at the middle of June have increased compared to forecast; this is the result of improved collection experience by the LAMs. Graph 1

provides an illustration of the updated cash flow forecast for the Niagara Region for the remainder of the year.

Graph 1: 2020 Cash Flow Forecast



The following are updates since the May cash flow report: CSD 34-2020 – 2020 COVID-19 Cash Flow Update Report – May:

- Tax levy collections totalling \$9.1 million have reduced the amount owing for the second instalment to \$16.0 million, or 16% arrears at June 17th however based on consultation with Area Treasurers arrear at June 30th are forecasted to decline to 2.8%%
- Water and Wastewater collections of \$8.9 million, versus total billed of \$9.7 million (for April billing, due May 31), represent 9% arrears (\$0.8 million)
- Water and Wastewater February and March billings have amounts outstanding of \$0.6 million representing 3% arrears
- Regional water consumptions has declined by 7%, reducing the amount billed to the LAMs
- Federal Gas Tax is typically received in two equal installments each year in July and November. This year the full Federal Gas Tax (\$13.6 million) was received June 17th.
- Should responsibility for managing the construction of the Canada Summer Games Park be transitioned to the Niagara Region updates to the cash flow forecast would be required

The operating budget impact of reduced interest income earned by the Region due to reductions in cash flow and reduced market rates was estimated at a loss of \$1.3 million and that estimate remains unchanged at this time.

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 LAMs, 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.

COVID-19 implications have had an adverse impact on the Region's cash flow position. 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 June 17, the second interim tax bill has experienced 84% remittance of the total \$100.3 million. Of the seven municipalities with amounts outstanding at the end of the May reporting cycle, two have made additional remittances; one paid in full, resulting in six municipalities paid in full. Individual LAM arrears range from 5% to 36% as of June 17th. Of the six LAMs currently with amounts owing, five have indicated that they will pay in full by June 30th.

Water and Wastewater billings are completed on the 15th of the following month and due by the end of that month; January through April have been billed and due dates passed. Eight municipalities have paid April billings in full and three municipalities have made partial payments with \$0.8 million outstanding or 9% in arrears of the total \$9.7 million billed. Amounts outstanding for February and March billings from the May cash flow report of \$0.6 million remain unpaid; the total unpaid balance is \$1.4 million. Billings

for the May water and wastewater charges occurs on June 15th and is due at the end of June.

Conclusion: Cash flows from the remittances of LAM payments are providing support to the Region's cash flow position and are trending positively relative to our initial forecast when the impacts of providing the concessions was analyzed. The due date for the remaining levy amounts outstanding at June 30th will pass before the next cash flow update to Council; however due to the current collection experience and the fact that most LAMs will pay in full by June 30th, no changes to the concessions approved by Council are being recommended.

Capital Project activity:

Subsequent to the capital project review done as a part of the May cash flow report, the province has lifted restrictions on capital project works. As a result, capital projects continue to progress to the extent possible acknowledging any staff and industry constraints. 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 611 active capital projects with budget remaining as at the middle of June of \$867 million down from \$900 million quoted in the May report.

Conclusion: Capital spending for this period has been less than forecast resulting in a positive impact on the cash flow to date. Staff will continue to monitor cash flows and recommend updates to the strategy if required. The capital projects that were deemed non-urgent previously continue to be delayed. Spending on these projects will extend into next year and possibly beyond based on the scope of the project.

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 the June COVID-19 Financial Impacts Update report (CSD 40-2020) that captures and models financial impacts to the end of the year 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 40-2020 that will provide some relief to cash flows.

Treasury activities:

At the time the May cash flow report was written, staff had proposed a strategy that no increase to the investment portfolio be made, at the risk of reduced investment income, to address uncertainty surrounding projected and outstanding collections. This strategy is continuing.

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 planned Regional debenture issuance for 2020 is \$77 million which has been incorporated into graph 1 above.

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 issuance of debentures in Q3 and Q4 will provide additional cash flows for the capital program.

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 34-2020	2020 COVID-19 Cash Flow Update Report - May
CSD 40-2020	2020 COVID-19 Financial Impacts Report
CSD 37-2020	Debt Information Report – 2020 Debenture Issuance

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This report was prepared in consultation with Helen Chamberlain, Director, Financial Management and Planning, Deputy Treasurer.

Subject: COVID-19 Financial Impacts Update

Report to: Regional Council

Report date: Thursday, June 25, 2020

Recommendations

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

Key Facts

- The purpose of this report is to provide an update 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.
- As the pandemic progresses, senior management in conjunction with Public Health officials have reviewed the expected timeline for current emergency measures. Based on this review we have updated all financial implications included in this report with estimates up to December 31, 2020 unless otherwise noted. Estimates in this report are fluid and changing on a weekly basis as new information becomes available. Some items have not yet been quantified and this is outlined in the report.
- The Niagara Region's current estimate of the 2020 total gross cost of COVID-19 pandemic is \$56 million. Total regional gross cost (including all Local Area Municipalities, LAMS) is estimated at \$84 million.
- The Region's current estimate of 2020 net deficit as a result of the COVID-19 pandemic is \$7.5 million. Total regional net deficit (including LAMS) is estimated at \$15.4 million.
- The Region has received confirmed 2020 funding announcements of \$10 million in specific program areas. Additional funding announcements are expected but not confirmed.
- Additionally the Region has begun to identify 2021 budget pressures that may exist as a result of ongoing COVID-19 measures. The 2021 projected net budget pressure identified to date is \$3.6 million or 0.91% for levy programs, \$0.1 million or 0.04% for water/wastewater programs, and \$0.1 million or 0.14% for waste management and will continue to be refined as new information is received.

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 as well engaging of Provincial and Federal governments for financial assistance. Staff will continue to 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.

As the pandemic progresses, the Region continues to identify strategies to fund any projected deficit. The following strategies have been identified in order of preference.

1. Continue pursuing Provincial and Federal government financial assistance. Advocacy continues by the Region through memos to the province however to date only confirmed sources of funding have been included in this report.
2. Leverage the Taxpayer Relief Reserve and Rate Stabilization reserves.
3. Should the above be insufficient, use of other specific reserves could be recommended through the yearend transfer report.
4. Deficit could be funded in the 2021 budget. In light of existing known pressures for 2021 this is least desirable.

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). Should the Region draw approx. \$7 million from this reserve in 2020, it would be further depleted to \$16.8 million or 3% of gross budget. The depletion of this reserve to extremely low levels would eliminate the option of leveraging it to fund one-time pressures in the 2021 budget process. Funds in the reserve would need to be maintained to address unknown/unbudgeted risks in 2021 and beyond.

Analysis

Staff have been monitoring and assessing the potential financial impacts to the Region since the onset of the pandemic. A variety of operating expenditures and revenues are 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 December 31, 2020 unless otherwise noted in Appendix 1.

Table 1: 2020 COVID-19 Financial Impact Summary

	Levy	Water/ Wastewater	Waste Management	Total
Total Gross Cost	54,205,809	1,344,115	246,558	55,796,482
Less: Confirmed Funding Matched to Expenses	(9,243,609)	-	-	(9,243,609)
Net Cost to Region	44,962,200	1,344,115	246,558	46,552,873
Less: Strategic and Other Mitigations	(12,689,960)	(726,164)	(160,064)	(13,576,188)
Less: Cost supported by our approved base budget	(25,154,166)	(253,003)	(67,350)	(25,474,519)
Net budget deficit/(surplus)	\$ 7,118,074	\$ 364,948	\$ 19,144	\$ 7,502,166

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, assumptions and reporting schedules, we have been able to consolidate the information available 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	\$ 84,067,482
Funding Received	(9,243,609)
Net Cost to Region	74,823,873
Accommodated in the Budget	(29,476,950)
Strategic and other Mitigations	(29,927,902)
Net Deficit	\$ 15,419,021

Since our previous report CSD 35-2020 on May 21st new information has been received and/or quantified and new assumptions have been established. The most significant driver of change is as a result of extending the projection period from June 30 to December 31.

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;
- **Seniors' Services:** Increased cleaning, staffing, security and personal protective equipment costs;
- **Niagara Regional Police Service:** Lost revenue from OLG payments through the City of Niagara Falls due to the closure of Casino operations;
- **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.

2020 Funding announcements

The Region has also received announcements of confirmed funding sources of \$10 million identified below. Amounts where eligibility criteria have been confirmed have been matched to expenses in the analysis above. There is a remaining \$0.8 million yet to be allocated to eligible 2020 expenditures and this funding is expected to support costs that occur in Q1 2021.

Table 3: 2020 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	1,253,271
Community Response Fund	Canadian Medical Association Foundation	62,500
Childrens Services Fees Subsidy Funding	Ministry of Education	860,141
Long-term Care Emergency Funding	Ministry of Long-term Care	985,000
Pandemic Pay **	Province of Ontario	4,462,371
		<u>\$ 10,031,383</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		

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.
- Re-instated minor capital funding program for long-term care homes. This funding was not anticipated for 2020 as the Ministry had signaled in would be ending the program. We now have an indication that it will be re-instating the program. This funding was not anticipated in our 2020 budget and therefore will help support the 2020 budget pressures in long-term care when received.
- The federal government announced it plans to transfer \$2.2 billion in infrastructure funds through the federal gas tax fund early.

- 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.

2021 Budget Pressures & 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.

Staff have identified 2021 net budget pressures related to COVID-19 as \$3.7 million and is summarized by program area below.

Table 4: 2021 Net COVID-19 Related Budget Pressure

	Amount	Increase %
General Government & Corporate	TBD	TBD
Corporate Services	\$ 1,102,000	0.28%
Niagara Regional Housing	\$ 200,000	0.05%
Transportation	\$ 59,000	0.02%
Public Health		
Public Health	\$ 900,000	0.23%
Emergency Medical Services	\$ 688,000	0.18%
Community Services		
Seniors Services	\$ 625,000	0.16%
Homelessness	\$ -	0.00%
Levy Budget Pressure	\$ 3,574,000	0.91%
Water & Wastewater Services Pressure	\$ 55,000	0.04%
Waste Management Pressure	\$ 56,000	0.14%

To date the items quantified relate mainly to one-time costs to reflect the way the Region delivers particular services due to COVID-19 which include additional personal protective equipment, extra cleaning disinfecting costs and supplies, active screening, and executing a vaccination program. Also to date, no new funding sources (outside of the homelessness program which has identified funding until the end of its fiscal year of March 31st 2021) have been identified from provincial and/or federal levels of government.

The following items have been identified as potential impacts but have not yet been quantified. Staff will continue to monitor these items and work towards setting assumptions and quantifying impacts in future monthly updates.

- **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 which can be used to offset the ongoing funding pressure of the infrastructure deficit;
- **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 supplementary taxes collected in year that would then result in lower net assessment growth for 2022;
- **Building Activity:** as construction activity has declined, 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;
- **Incremental staffing models for Seniors Services:** the Region is expecting the Province to mandate changes in the way long-term care homes are staffed and managed. To date there is no clarity on how this would occur or the funding that will be put in place to support this;
- **Replacement pay related to increased vacation carry-over:** the Region is seeing higher vacation balances owed to staff and as result of business needs

not all staff can take vacation as planned. Increased vacation carry-over into 2021 is expected and may result in increased replacement pay costs and/or reduced work capacity in the future when the time off is taken;

- **Contract costs:** the Region has received request to support suppliers with their increase COVID-19 related costs. Each request would be reviewed in alignment with contractual obligations and only quantified if deemed a contractual obligation of the region;
- **Rent revenue & additional support to housing providers:** the economic disruption could lead to reduced collections of rents in NRH and/or 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.

In addition to the items above, the Region and local area municipalities have been monitoring water & wastewater flow data. Reduction in water usage does not change the total water/wastewater budget, however it can put increased pressure on the volumetric rates used by both the Region and the local area municipalities or it could result in a shortfall in revenues. The current decline in water usage is generally driven by the business/commercial sector due to mandatory COVID-19 closures therefore the increase in rates would create a shift in the burden to the residential sector if business closures continue into 2021. The need to incorporate changes in water volumes into the 2021 budget will be assessed in alignment with the economic recovery permitted by the Provincial reopening orders.

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 Councils strategic priority of a Healthy and Vibrant Community.

Other Pertinent Reports

- CSD 30-2020 COVID-19 Preliminary Overview of Financial Impacts (April 23, 2020)
- CSD 31-2020 Concessions to Local Area Municipalities regarding Taxes and Water Wastewater Billings (April 23, 2020)
- CSD 34-2020 COVID Cash Flow Update (May 21, 2020)
- CSD 35-2020 COVID-19 Financial Impact Update (May 21, 2020)
- CSD 39-2020 COVID Cash Flow Update (June 25, 2020)

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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 2020 Financial Impact Summary |
| Appendix 2 | COVID-19 2020 Financial Impact by Department |

Appendix 1: COVID-19 2020 Financial Impact Summary

	Spent & Committed As of Date	Spent & committed	Projected to Dec 31	Total
Costs supported by our approved base budget				
EOC Dedicated Resources ¹	15-Jun	\$ 2,390,457	\$ 5,247,482	\$ 7,637,939
Lost Productivity – Staff Unable to Work ²	30-May	1,618,898	1,492,170	3,111,068
Redeployed Resources ³	15-Jun	3,714,213	10,409,113	14,123,326
Emergency Child Care Costs ⁴	15-Jun	501,822	100,364	602,186
Total costs supported by our approved base budget		8,225,390	17,249,129	25,474,519
Costs incremental to base budget				
Additional labour related costs ⁵	30-May	3,272,960	8,304,544	11,577,504
Pandemic Pay ⁶	N/A		4,462,371	4,462,371
Purchases made or committed ⁷	15-Jun	3,902,008	4,615,068	8,517,076
Total costs incremental to base budget		7,174,968	17,381,983	24,556,951
Lost Revenue ⁸			10,600,677	10,600,677
Cost Savings ⁹			(4,835,665)	(4,835,665)
Total Gross Cost		15,400,358	40,396,124	55,796,482
Confirmed Funding Matched to Expenses ¹⁰			(9,243,609)	(9,243,609)
Net Cost to Region		15,400,358	31,152,515	46,552,873
Strategic and Other Mitigations ¹¹			(13,576,188)	(13,576,188)
Cost supported by our approved base budget		(8,225,390)	(17,249,129)	(25,474,519)
Net Deficit/(Surplus)		\$ 7,174,968	\$ 327,198	\$ 7,502,166

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 Emergency child care services were provided as requested by the province. Cost include base staffing and supplies used while delivering emergency childcare in April through June.

⁵ Additional salary, benefits and overtime costs related to managing the emergency. Overtime (banked and paid) to date represent 30% of the additional labour related cost which averages to an additional 41 FTE each week of the pandemic.

⁶ Pandemic pay estimates from April 24 to August 13.

⁷ 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 25 special circumstance purchases over \$10,000 for a total value of \$2.6 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.

⁸ 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.

⁹ 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 \$297,000 till December 31, 2020.

¹⁰ Funding received has been matched to eligible expenditures.

¹¹ 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 2020 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 & Corporate	\$ -	\$ -	\$ 1,291,226	\$ (2,025,000)	\$ (733,774)		\$ (733,774)	\$ (850,000)	\$ -	\$ (1,583,774)
Corporate Administration	1,732,968	550,462	-	(68,230)	2,215,200		2,215,200	(961,548)	(1,732,968)	(479,316)
Corporate Services	1,400,150	1,139,517	240,500	(13,500)	2,766,667		2,766,667	(775,234)	(1,400,150)	591,283
Court Services	25,144	4,077	1,072,124	(340,245)	761,100		761,100	(147,072)	(25,144)	588,884
Planning	454,284	9,503	300,000	-	763,787		763,787	(435,019)	(454,284)	(125,516)
Niagara Regional Housing	833	189,877	-	-	190,710		190,710	(806,881)	(833)	(617,004)
NRPS *	1,308,110	466,862	3,624,861	(1,255,229)	4,144,604		4,144,604	(1,218,040)	(1,308,110)	1,618,454
Transportation	223,999	204,637	2,097,103	(269,009)	2,256,730		2,256,730	(6,530,896)	(223,999)	(4,498,165)
Public Health										
Public Health	10,023,402	3,060,772	141,800	(25,000)	13,200,974	-	13,200,974	-	(10,023,402)	3,177,572
EMS	3,214,479	3,217,423	33,016	(238,697)	6,226,221	(1,055,992)	5,170,229	(115,000)	(3,214,479)	1,840,750
Sub-total Public Health	13,237,881	6,278,195	174,816	(263,697)	19,427,195	(1,055,992)	18,371,203	(115,000)	(13,237,881)	5,018,322
Community Services										
Childrens Services **	911,523	520,141	340,000	-	1,771,664	(860,141)	911,523	-	(911,523)	-
Seniors Services ***	4,908,250	11,816,102	3,284	-	16,727,636	(4,374,436)	12,353,200	(850,270)	(4,908,250)	6,594,680
SAEO	259,588	10,225	-	-	269,813		269,813	-	(259,588)	10,225
Homelessness Services	691,436	2,953,041	-	-	3,644,477	(2,953,041)	691,436	-	(691,436)	-
Sub-total Community Services	6,770,797	15,299,509	343,284	-	22,413,590	(8,187,618)	14,225,972	(850,270)	(6,770,797)	6,604,905
Total Levy Supported	25,154,166	24,142,639	9,143,914	(4,234,910)	54,205,809	(9,243,609)	44,962,200	(12,689,960)	(25,154,166)	7,118,074
Waste Management	67,350	140,415	412,000	(373,207)	246,558		246,558	(160,064)	(67,350)	19,144
Water/Wastewater	253,003	273,897	1,044,763	(227,548)	1,344,115		1,344,115	(726,164)	(253,003)	364,948
Total Rate Supported	320,353	414,312	1,456,763	(600,755)	1,590,673	-	1,590,673	(886,228)	(320,353)	384,092
Total	\$ 25,474,519	\$ 24,556,951	\$ 10,600,677	\$ (4,835,665)	\$ 55,796,482	\$ (9,243,609)	\$ 46,552,873	\$ (13,576,188)	\$ (25,474,519)	\$ 7,502,166

*NRPS figures reflect amounts reported in May 7, 2020 report to the NRPS Board Report 91.2020 in addition to significant new lost revenue assumptions identified in June and labour related costs of members participating in the Regional EOC. NRPS will be updating their total projections to their board in July and we will align our reporting at that time.

** Confirmed funding matched to expense in Childrens Services is a reallocation of existing funding and not incremental funding. The MOE has advised service providers it will allow them to be flexible in how they apply their existing grants against their costs to minimize or eliminate any deficits. As a results, the division is confident it will be able to use its current grant to support COVID

*** The incremental costs in seniors services is 48% labour related, 29% pandemic pay related and 23% supplies/PPE/screening related. While there has been incremental staffing needs in the long-term care homes, the hours per bed per day is 3.63 which remains under the recommended level of 4.

Subject: Association of Municipalities of Ontario 2020 Annual Conference

Report to: Regional Council

Report date: Thursday, June 25, 2020

Recommendations

1. That the advocacy issues identified in CHR 3-2020 titled Association of Municipalities of Ontario (AMO) 2020 Annual Conference **BE ENDORSED** as delegation requests at the 2020 AMO Conference;
2. That staff **BE DIRECTED** to request meetings with cabinet ministers, parliamentary assistants, senior ministry staff, and party leaders to discuss regional advocacy issues during the AMO Conference.

Key Facts

- The purpose of this report is to provide Council with an overview on the preliminary details of the 2020 Association of Municipalities of Ontario (AMO) Conference and seek endorsement on the regional advocacy issues requested to be addressed during the delegation meetings with senior provincial leaders
- AMO has decided to condense its annual conference to three days from August 17-19 and provide it virtually with all the same benefits and features it offers at its regular conference
- The virtual conference will continue to provide the opportunity for municipalities to meet with ministers, parliamentary assistants and senior ministry staff
- Proposed ministry delegation issues consider the current provincial interest in economic recovery solutions, issues previously identified as regional priorities, probability of successfully securing a meeting with the appropriate ministry, and other opportunities to delegate to Ministers on Regional matters (LUMCO/MARCO meeting)
- Regional staff continue to work in coordination with the local area municipalities to ensure consistency and avoid overlap in delegation requests

Financial Considerations

As a result of the AMO Conference moving from a physical conference, the virtual conference offers significant costs savings. Full cost recovery has been received for

accommodations reserved in January 2020. In addition, AMO is providing a reduced registration rate, which saves registrants almost 20% on the original registration fee.

Members of regional council who wish to be removed or added to the list of AMO Conference registrants are advised to contact the CAO's Office before Wednesday, July 1.

Analysis

The Association of Municipalities' of Ontario Conference will be proceeding from August 17-19, 2020. Preliminary conference program details, including the merits of on-demand concurrent sessions and plenary programming are provided in Appendix 1.

Attendance at Municipal Delegations with Ministers

Once scheduling information is available, staff will communicate meeting logistics to conference-registered councillors that have expressed an interest in one or more of the select advocacy issues. The Regional Chair's office will invite expressions of interest to participate in delegations in mid-July.

Regional councillors and staff attending delegations will receive a package containing briefing notes and other communications materials to prepare them for the meeting. Participants will also be invited to attend a webinar in the week prior to the conference (August 10-14) to review the delegation materials and provide an opportunity to ask questions.

Factors for determining the recommended AMO delegation issues

Members of Provincial Parliament have expressed an interest in municipalities sharing information regarding data and ideas on how the province can work with municipal leaders toward economic recovery from the COVID-19 outbreak. Therefore, the recommended regional issues take into consideration these factors and how they support the region's economic recovery and managing the COVID-19 pandemic (operations/services).

Potential advocacy issues that were considered by council in February were also revisited. A number of the issues remain relevant in the management and recovery of the COVID-19 pandemic, while other regional issues may be actively pursued once relatively normal business operations resume.

Summary of Proposed Delegations Issues

The following list of suggested advocacy topics include:

Suggested Advocacy Topics	Description
Mobile Integrated Health Model	Recommend partnering with the Niagara Region in the transformation of the provincial delivery of ambulance communications and paramedic services by applying the Niagara-based model
Long-term Care Facilities	Provide the Minister with an update on the two redevelopment projects, identify any process delays that may impact timely completion and request additional capital funding dollars to support redevelopment projects impacted by potential increased costs resulting from COVID pandemic
South Niagara Wastewater Treatment Plant	Requesting the Province dedicate funding to the development of this infrastructure to ensure the safe and responsible growth of South Niagara
Canada Summer Games	As a result of COVID-19, seeking additional provincial support to offset the shortfall in fundraising dollars
Financial Impact on Niagara area municipalities as a result of COVID-19 (Joint with area municipalities)	Appealing to the Province to provide municipalities with immediate emergency operating funding that is essential to help offset lost revenues and incremental service costs in order to fund current municipal operations in addition to funding reforms to public health, EMS, and infrastructure grants
Housing and homelessness	Request provincial support to partner on a proposed affordable housing project
Reduction of energy rates for Niagara Businesses	Encourage the province to provide permanent electricity rates that are equivalent to American rates (across the border) to attract more businesses

Suggested Advocacy Topics	Description
	to Niagara and facilitate the economic recovery of local businesses
Increase base funding for social assistance/Ontario Works	Requesting that the base operating funding to Social Assistance (Ontario Works), currently frozen at 2018 actuals, be increased to support the anticipated rise in caseloads due to the pandemic in Niagara, recognizing the longer term impact on the local economy (particularly on the hospitality and tourism industry)

Alternatives Reviewed

Advocacy related to the expansion of GO transit services and related infrastructure is an ongoing process, in which considerable success has been achieved for Niagara. At this time, the GO Implementation Office is involved in active conversations with Metrolinx and the Ministry of Transportation that is expected to result in additional traction on the project, as authorized by Council in confidential report CSD 17-2019. As a result of the ongoing movement on this file, an audience with the Minister of Transportation is not required at this time.

Relationship to Council Strategic Priorities

The recommendations contained in this report support numerous components of Council's 2019-2022 Strategic Priorities. However, in light of the impacts of the COVID-19 pandemic, staff are recommending flexibility to address the urgent priorities that have presented themselves.

Other Pertinent Reports

- [CAO 6-2020 Niagara Area Advocacy Priorities 2020-2022](#)

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

This report was prepared in consultation with Gina Van den Burg, Government & Stakeholder Relations Specialist; Adrienne Jugley, Commissioner of Community and Social Services; Dr. Mustafa Hirji, Acting Commissioner of Public Health/ Medical Officer of Health; Todd Harrison, Regional Treasurer/Commissioner of Corporate Services; Valerie Kuhns, Acting Director of Economic Development; Bruce Zvaniga, Acting Commissioner of Public Works; and Rino Mostacci, Commissioner of Planning and Development Services

Appendices

Appendix 1 Virtual AMO Conference and AGM Preliminary Conference Program

VIRTUAL AMO 2020 CONFERENCE AND AGM PRELIMINARY CONFERENCE PROGRAM



PROGRAM UPDATE

The AMO 2020 program will include a combination of live-interactive and prerecorded sessions. All conference proceedings will be quickly made available for Conference delegates to view on-demand, which means, for the first time, delegates will have access to 100% of the program content to view at your leisure.

DRAFT DAILY PROGRAM OUTLINE:

Over the three days of the conference, the program will be structured in the following way:

- 8:30 am - 10:00 am: Plenary Programming
- 10:00 am - 10:30 am: Virtual Trade Show and Networking
- 10:30 am - 11:30 am: Plenary Programming
- 11:45 am - 1:00 pm: Breakout Sessions (see below)

Afternoons will be fully flexible to view a range of pre-recorded materials and sessions, and to participate in delegation meetings with government and select sponsors.

PLENARY PROGRAMMING

Plenary programming will be focussed on the conference features you value most and the information you need most at this time, including:

- Opening Keynote Speaker: Lital Marom, Innovation, Disruption and Municipal Government
- Women's Leadership Panel
- Economic Recovery Panel
- Addresses by Premier of Ontario, and all Party Leaders
- Addresses by Ministers and Ministers' Forum
- AMO AGM and Board election

CONCURRENT SESSIONS

Concurrent session topics will be available live in order to facilitate question and answers with the speakers. Each session will be recorded so that each delegate will be able to access each session content. AMO makes every effort to provide timely and pressing topics. Topics AMO is currently exploring include:

- COVID-19 Response: Early Lessons from the Municipal Front-Lines
- Transforming Long-Term Care in Ontario: An Opportunity too Important to Miss
- The COVID-19 Recovery: Municipal Services and Local Economic Recovery
- From Concept to Reality - Transition to Full Producer Responsibility
- Fighting Climate Change by Cutting Food Waste
- The Green Recovery: The Municipal Role in Climate Change
- The Future of 911
- The Undeniable Need for Broadband Connectivity in a Pandemic World
- Building Strong Indigenous Relationships in your Community
- An Economic Perspective on Immigration and Youth Retention in a COVID-19 World
- Data and Digital Governance

AMO will continue to provide program updates.

Minute Item No. 5.1

PW 23-2020

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

That Report PW 23-2020, dated June 16, 2020, respecting Blue Box Program Transition to Full Producer Responsibility, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Regional Clerk **BE AUTHORIZED** to respond to the Association of Municipalities of Ontario's request that municipal governments pass a resolution to provide a preferred date to transition the residential Blue Box program to full producer responsibility, if provided the opportunity to self-determine (between January 1, 2023 and December 31, 2025), with the following:
 - a) Niagara Region's preferred date to transition the residential Blue Box program to full producer responsibility is as early as possible in the transition period, which is on January 1, 2023, subject to cost benefit analysis when the Blue Box regulation is finalized;
 - b) Niagara Region expresses interest in providing curbside and depot Blue Box collection and haulage services on behalf of producers, subject to mutually agreeable commercial terms, including service duration, beginning on January 1, 2023;
 - c) Niagara Region anticipates completion of the Material Recovery Facility (MRF) Phase 4 Opportunity Review in late 2020, which will inform how or if the MRF asset will be potentially divested and Niagara Region's potential role in processing services; and
2. That the draft resolution as outlined in Appendix 1 to Report PW 23-2020 **BE APPROVED** and sent to Association of the Municipalities of Ontario and the Ministry of the Environment, Conservation and Parks.

Minute Item No. 5.2

PW 27-2020

2020-T-18 DeCew Falls Water Treatment Plant (WTP) Plant 3 Upgrades Contract 1 – Tender Award

That Report PW 27-2020, dated June 16, 2020, respecting 2020-T-18 DeCew Falls Water Treatment Plant (WTP) Plant 3 Upgrades Contract 1 – Tender Award, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. Contract 2020-T-18 DeCew Falls WTP Plant 3 Upgrades Contract 1 in the City of St Catharines **BE AWARDED** to Kenaidan Contracting Ltd. at their bid price of \$11,889,430.60 (including 13% HST); and

2. That the original Contract amount of \$955,572.07 (including 13% HST) awarded to Associated Engineering Ltd. **BE INCREASED** by \$251,727.84 (including 13% HST), for a total revised Contract of \$1,207,299.91 (including 13% HST) for DeCew Falls WTP Plant 3 Upgrades for the provision of Contract Administration and Inspection Services for DeCew Falls WTP Plant 3 Upgrades Contract 1.

Minute Item No. 6.1

PWC-C 20-2020

COVID-19 Response and Business Continuity in Public Works

That Correspondence Item PWC-C 20-2020, being a memorandum from B. Zvaniga, Interim Commissioner, Public Works, dated June 16, 2020, respecting COVID-19 Response and Business Continuity in Public Works, **BE RECEIVED** for information.

Minute Item No. 6.2

PWC-C 14-2020

Overview of the Communications Strategy and Public Education Campaign for the Collection Service Level Changes

That Correspondence Item PWC-C 14-2020, being a memorandum from Susan McPetrie, Waste Management Services Advisor, dated June 16, 2020, respecting Overview of the Communications Strategy and Public Education Campaign for the Collection Service Level Changes, **BE RECEIVED** for information.

Minute Item No. 6.0

Consent Items for Information

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

PW 9-2020

Niagara Escarpment Crossing Update

PWC-C 15-2020

Livingston Avenue Extension Environmental Assessment

PWC-C 17-2020

Councillor Information Request - Snowplow Costs

PWC-C 19-2020

Regional Road 38 (Martindale Road) Bridge Structure Closure

PWC-C 18-2020

Procurement Progress Report Liquid Biosolids & Residual Management

Minute Item No. 9.1

Confidential PW 17-2020

Procurement Process for Material Recycling Facility (MRF) Opportunity Review – Phase 4

That Confidential Report PW 17-2020, dated June 16, 2020, respecting A Matter of Commercial Information, which if disclosed could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization, under s. 239(2) of the Municipal Act, 2001 - Procurement Process for Material Recycling Facility (MRF) Opportunity Review – Phase 4, **BE RECEIVED** and the recommendation contained therein **BE APPROVED**.

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

**PWC 5-2020
Tuesday, June 16, 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), Diodati, Edgar (Committee Vice-Chair), Fertich, Foster, Gale, Heit, Insinna, Ip, Junkin, Nicholson, Sendzik, Steele, Ugulini, Witteveen, Zalepa

Absent/Regrets: Chiocchio, Disero

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

Staff Present via Teleconference: D. Ane, Manager, Program Financial Support, T. Cimino, Associate Director, Water and Wastewater Engineering, C. Habermebl, Director, Waste Management Services, T. Harrison, Commissioner/Treasurer, Corporate Services, J. Mazurek, Waste Management Program Manager, S. McPetrie, Waste Management Services Advisor, B. Menage, Director, Procurement and Strategic Acquisitions, M. Robinson, Director, GO Implementation Office, C. Ryall, Director, Transportation Services, S. Tait, Manager, Waste Collection and Diversion, H. Talbot, Financial and Special Projects Consultant, L. Torbicki, Acting Director, Waste Management 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 23-2020**

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

Jennifer Mazurek, Waste Management Program Manager, provided information respecting Update on Transition of the Residential Blue Box Program to Full Producer Responsibility. Topics of the presentation included:

- Background
- Regulations
- AMO Request
- Recommendations
 - Proposed Transition Date
 - Niagara Region's Role
 - Final Considerations

Moved by Councillor Insinna
Seconded by Councillor Edgar

That Report PW 23-2020, dated June 16, 2020, respecting Blue Box Program Transition to Full Producer Responsibility, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Regional Clerk **BE AUTHORIZED** to respond to the Association of Municipalities of Ontario's request that municipal governments pass a resolution to provide a preferred date to transition the residential Blue Box program to full producer responsibility, if provided the opportunity to self-determine (between January 1, 2023 and December 31, 2025), with the following:
 - a) Niagara Region's preferred date to transition the residential Blue Box program to full producer responsibility is as early as possible in the transition period, which is on January 1, 2023, subject to cost benefit analysis when the Blue Box regulation is finalized;
 - b) Niagara Region expresses interest in providing curbside and depot Blue Box collection and haulage services on behalf of producers, subject to mutually agreeable commercial terms, including service duration, beginning on January 1, 2023;

- c) Niagara Region anticipates completion of the Material Recovery Facility (MRF) Phase 4 Opportunity Review in late 2020, which will inform how or if the MRF asset will be potentially divested and Niagara Region's potential role in processing services; and
2. That the draft resolution as outlined in Appendix 1 to Report PW 23-2020 **BE APPROVED** and sent to Association of the Municipalities of Ontario and the Ministry of the Environment, Conservation and Parks.

Carried

5.2 PW 27-2020

2020-T-18 DeCew Falls Water Treatment Plant (WTP) Plant 3 Upgrades
Contract 1 – Tender Award

Moved by Councillor Gale
Seconded by Councillor Witteveen

That Report PW 27-2020, dated June 16, 2020, respecting 2020-T-18 DeCew Falls Water Treatment Plant (WTP) Plant 3 Upgrades Contract 1 – Tender Award, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. Contract 2020-T-18 DeCew Falls WTP Plant 3 Upgrades Contract 1 in the City of St Catharines **BE AWARDED** to Kenaidan Contracting Ltd. at their bid price of \$11,889,430.60 (including 13% HST); and
2. That the original Contract amount of \$955,572.07 (including 13% HST) awarded to Associated Engineering Ltd. **BE INCREASED** by \$251,727.84 (including 13% HST), for a total revised Contract of \$1,207,299.91 (including 13% HST) for DeCew Falls WTP Plant 3 Upgrades for the provision of Contract Administration and Inspection Services for DeCew Falls WTP Plant 3 Upgrades Contract 1.

Carried

6. CONSENT ITEMS FOR INFORMATION

6.1 PWC-C 20-2020

COVID-19 Response and Business Continuity in Public Works

Moved by Councillor Ip

Seconded by Councillor Edgar

That Correspondence Item PWC-C 20-2020, being a memorandum from B. Zvaniga, Interim Commissioner, Public Works, dated June 16, 2020, respecting COVID-19 Response and Business Continuity in Public Works, **BE RECEIVED** for information.

Carried

6.2 PWC-C 14-2020

Overview of the Communications Strategy and Public Education Campaign for the Collection Service Level Changes

John Armstrong, Armstrong Strategy Group, provided information respecting Curbside Collection Changes Communications Campaign. Topics of the presentation included:

- Communications Campaign Objectives
- Key Components of the Campaign
- Communications Strategy - Rationale, Approach and Methodology
- Target Audiences
- Slogan - Box It. Bin It. Sort It.
- Key Message Platform
- Phasing
- New Communication Materials

Moved by Councillor Ip

Seconded by Councillor Nicholson

That Correspondence Item PWC-C 14-2020, being a memorandum from Susan McPetrie, Waste Management Services Advisor, dated June 16, 2020, respecting Overview of the Communications Strategy and Public Education Campaign for the Collection Service Level Changes, **BE RECEIVED** for information.

Carried

6. CONSENT ITEMS FOR INFORMATION

Moved by Councillor Foster
Seconded by Councillor Insinna

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

PW 9-2020

Niagara Escarpment Crossing Update

PWC-C 15-2020

Livingston Avenue Extension Environmental Assessment

PWC-C 17-2020

Councillor Information Request - Snowplow Costs

PWC-C 19-2020

Regional Road 38 (Martindale Road) Bridge Structure Closure

PWC-C 18-2020

Procurement Progress Report Liquid Biosolids & Residual Management

Carried

Councillor Information Request(s):

Provide information respecting the Hwy 407 funding model (PW 9-2020).
Councillor Zalepa.

7. OTHER BUSINESS

7.1 Claim Process for Incidents occurring on Regional Roads

Councillor Zalepa request information respecting the claims process for damage to a vehicle resulting from an incident on a Regional Road. Ron Tripp, Acting Chief Administrative Officer, advised that staff will provide information respecting the process.

7.2 Impact of COVID-19 on the use of Crosswalk Indicator Buttons

Councillor Witteveen requested information about options to make crosswalk signals automatic in light of COVID-19. Carolyn Ryall, Director, Transportation Services, advised that information respecting the recommended safe use of crosswalk buttons is available on Niagara Region's website, and would be circulated to Committee members for their reference.

8. CLOSED SESSION

Moved by Councillor Edgar
Seconded by Councillor Foster

That the Public Works Committee **DO NOW MOVE** into closed session to receive confidential information respecting:

A Matter of Commercial Information, which if disclosed could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization, under s. 239(2) of the Municipal Act, 2001 - Procurement Process for Material Recycling Facility (MRF) Opportunity Review – Phase 4

Carried

Committee resolved into closed session at 11:29 a.m.

9. BUSINESS ARISING FROM CLOSED SESSION ITEMS

Committee reconvened in open session at 12:07 p.m. with the following individuals in attendance:

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

Committee Members Edgar (Committee Vice-Chair), Fertich, Foster, Heit, Insinna, Ip,
Present via Nicholson, Sendzik, Steele, Ugulini, Witteveen
Teleconference:

Absent/Regrets: Bradley (Regional Chair), Diodati, Chiocchio, Disero, Gale,
 Junkin, Zalepa

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

Staff Present via C. Habermebl, Director, Waste Management Services, T.
Teleconference: Harrison, Commissioner/Treasurer, Corporate Services, J.
 Mulligan, Procurement Manager, H. Talbot, Financial and
 Special Projects Consultant, L. Torbicki, Acting Director, Waste
 Management Services, M. Trennum, Deputy Regional Clerk, B.
 Wilson, Legal Counsel

9.1 Confidential PW 17-2020

A Matter of Commercial Information, which if disclosed could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization, under s. 239(2) of the Municipal Act, 2001 - Procurement Process for Material Recycling Facility (MRF) Opportunity Review – Phase 4

Moved by Councillor Steele
Seconded by Councillor Heit

That Confidential Report PW 17-2020, dated June 16, 2020, respecting A Matter of Commercial Information, which if disclosed could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization, under s. 239(2) of the Municipal Act, 2001 - Procurement Process for Material Recycling Facility (MRF) Opportunity Review – Phase 4, **BE RECEIVED** and the recommendation contained therein **BE APPROVED**.

Carried

10. NEXT MEETING

The next meeting will be held on Tuesday, July 14, 2020, in the Council Chamber, Regional Headquarters.

11. ADJOURNMENT

There being no further business, the meeting adjourned at 12:09 p.m.

Councillor Rigby
Committee Chair

Matthew Trennum
Deputy Regional Clerk

Ann-Marie Norio
Regional Clerk

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

Public Works Committee

June 16, 2020

Background

- Ontario is shifting to a Full Producer Responsibility Model for the residential Blue Box Program
- Timelines specific to new Blue Box Regulation:
 - **2019 - 2020 – Draft Regulations (Current phase)**
 - 2021 – Approval of Regulations
 - 2021 - 2022 – Stakeholders organize and prepare for Producer Responsibility
 - 2023 - 2025 – Producers take full responsibility from communities
- Concurrent Wind-up for Existing Blue Box Program:
 - **2020 – Stewardship Ontario develops plan for transition and submits to RPRA (Current phase)**
 - 2020 – RPRA approves plan by Dec 31
 - 2021 – 2025 – SO implements plan and each community continues to be funded until transition to EPR complete, with all communities complete by the end of 2025

Regulations

MECP will address the following in the new Blue Box regulation:

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

AMO Request

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

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

Recommendations



1. Proposed Transition Date

January 1, 2023

- Recommendation for this early date is based on anticipated cost savings for residents, compared to current process under which Niagara Region is responsible for 50% of net costs
- It is estimated that taxpayers will unnecessarily incur an annual expense of approximately \$8,175,000 for each year Niagara Region does not transition
- Curbside Collection and Haulage contracts include option for early removal of residential Blue Box collection (compensation for contractors is based on a formula)

2. Niagara Region's Role

Provision of Processing Services on Behalf of Producers

- Primary factor influencing decision to bid on processing services:
 - Timing and outcome of the MRF opportunity review

Provision of Collection and Haulage Services on Behalf of Producers

- Niagara Region will bid on collection and haulage services if commercially acceptable terms are available
- Primary factors influencing final decision to bid on collection and haulage services:
 - Full payment by producers
 - Reasonable and quantitative measures for standards and requirements related to collection and haulage

2. Niagara Region's Role Cont'd

Servicing Additional Property Types

- Continued provision of service to IC&I properties, select Multi-Residential properties and public spaces depends primarily on cost
- If Niagara Region continues to provide residential Blue Box collection, the IC&I properties will be part of the integrated collection system – otherwise producers must agree to provide the service
- Separate regulations related to IC&I properties will also impact how this service is provided longer-term
- The residential Blue Box regulation is expected to include Multi-Residential properties, but the full scope of properties encompassed, and timing for commencement, will be determined by the regulation

2. Niagara Region's Role Cont'd

Service for Non-Obligated Materials

- Niagara Region would be solely responsible for costs related to collection, haulage and processing of materials not defined in the regulation
- Removal of currently accepted materials may generate confusion for residents but it may be difficult to find a processor for non-obligated material

Service at Depots

- Potential costs related to depot reconfiguration requirements
- Residential convenience maintained
- May help reduce illegal dumping

3. Final Considerations

- Regulations
 - Not yet finalized
 - Niagara Region will continue to advocate for regulations that support best-practices
- During transition (January 1, 2023 – December 31, 2025) producers are obligated to maintain existing service levels in Niagara Region
- Post-transition (i.e. starting January 1, 2026) Niagara Region will have no operational program control over:
 - Collection frequency
 - Container type
 - Implementation of single versus dual stream
- Mitigating risks

Questions?

Subject: Blue Box Program Transition to Full Producer Responsibility

Report to: Public Works Committee

Report date: Tuesday, June 16, 2020

Recommendations

1. That the Clerk **BE AUTHORIZED** to respond to the Association of Municipalities of Ontario's request that municipal governments pass a resolution to provide a preferred date to transition the residential Blue Box program to full producer responsibility, if provided the opportunity to self-determine (between January 1, 2023 and December 31, 2025), with the following:
 - a) Niagara Region's preferred date to transition the residential Blue Box program to full producer responsibility is as early as possible in the transition period, which is on January 1, 2023, subject to cost benefit analysis when the Blue Box regulation is finalized.
 - b) Niagara Region expresses interest in providing curbside and depot Blue Box collection and haulage services on behalf of producers, subject to mutually agreeable commercial terms, including service duration, beginning on January 1, 2023.
 - c) Niagara Region anticipates completion of the Material Recovery Facility (MRF) Phase 4 Opportunity Review in late 2020, which will inform how or if the MRF asset will be potentially divested and Niagara Region's potential role in processing services.
2. That the draft resolution as outlined in Appendix 1 **BE APPROVED** and sent to Association of the Municipalities of Ontario and the Ministry of the Environment, Conservation and Parks.

Key Facts

- The purpose of this report is to seek Council's approval to provide the preferred date of January 1, 2023 to the Association of the Municipalities of Ontario (AMO) and the Ministry of the Environment, Conservation and Parks (MECP) for Niagara Region's

transition to full producer responsibility for the residential Blue Box Program, under the Resource Recovery and Circular Economy Act (RRCEA).

- Niagara Region is not obligated to transition on January 1, 2023, nor is it guaranteed that this preferred date for transition will be secured, as the final Blue Box regulation has not been released. Niagara Region's proposed transition date will be revisited upon release of the draft regulation and again with release of the final regulation.
- After transition, municipalities will no longer have financial or operational control of the residential Blue Box Program and producers (brand holders or first importers of any paper, packaging, or packaging-like product managed through the Blue Box Program) will be accountable for all costs associated with collection, haulage and processing of the material. However, producers may be interested in having municipalities provide residential Blue Box collection and haulage services on their behalf, as part of their integrated collection systems, under contract and subject to agreement on the commercial terms (e.g. detailed service requirements and acceptable payment provisions). These discussions are expected to occur once the Blue Box regulation is finalized.
- The Blue Box regulation will define a timeframe for transition, ensure a common collection system, transition municipal assets, standardize materials accepted in the Blue Box, identify eligible sources, set effective targets and promote increased diversion from the landfill.

Financial Considerations

Cost-Benefit Related to Transition Timing

Stewardship Ontario (SO) is a not-for profit organization funded and governed by industries that are the brand owners, first importers or franchisors of products and packaging material, including those managed through the residential Blue Box Program. Under the current Blue Box Program, the municipal sector and SO each pay 50% of net residential Blue Box-related costs; however, Niagara Region's payment from SO has exceeded the 50% threshold over the last four years based on the funding formula which reflects good program performance.

The 50% payment structure would continue to be applied during the residential Blue Box Program transition period if a municipality has not yet transitioned. However, it is anticipated that the payment formula will not include an allowance for increased reimbursement over that threshold.

In 2019, Niagara Region received Blue Box program funding of \$3,711,276, which was 69% of net costs (based on the 2017 program) and in 2020, \$4,380,000 in funding was budgeted due to lower recycling end market revenue (in the 2018 program), which increased the net program costs. In addition to poor recycling end market conditions, the primary factors which would cause the net program costs to increase are the contract costs for collection and processing, which continue to increase over time.

Using the 2019 net residential program (collection, haulage and processing) costs of \$10,240,495, as submitted to Resource Productivity and Recovery Authority (RPRA), as a point of reference (see Table 1 for a breakdown of costs), for every year that Niagara Region does not transition, taxpayers would unnecessarily incur an estimated annual expense of approximately \$5,120,000 based on the 50% funding structure for the existing residential Blue Box program. However, the increased curbside collection costs under the new contracts beginning October 2020 will result in higher net program costs than reported in 2019, and the increased burden on the taxpayer, based on the existing funding structure, is estimated at an additional \$3,075,000, for a total of \$8,195,000 annually.

A breakdown of 2018 residential program costs, approved by RPRA, and 2019 costs, which have been submitted but are not yet approved by RPRA, are included in Table 1 below.

Table 1 – 2018 and 2019 Residential Blue Box Program Costs

Blue Box Program Cost Component	2018 tonnes/\$	2019 tonnes/\$
Reported Residential Marketed Tonnes	35,855 tonnes	34,912 tonnes
Residential Collection Costs (\$)	\$7,309,763	\$7,888,776
Residential Processing Costs (\$)	\$4,338,376	\$4,601,199
Residential Depot/Transfer Costs (\$)	\$349,152	\$340,203
Residential Promotion & Education Costs (\$)	\$190,014	\$208,710
Interest on Municipal Capital ¹ (\$)	\$176,114	\$187,465
Administration Costs (\$)	\$479,563	\$512,853
Administration Factor ²	3.9%	3.9%
Residential Gross Costs Including Interest on Municipal Capital and Administration (\$)	\$12,842,982	\$13,739,206
Total Gross Revenue (\$)	\$4,901,152	\$3,498,711
Total Net Costs ³ (\$)	\$7,941,830	\$10,240,495

Notes:

1. Interest on municipal capital debt is calculated as follows:

- For capital expenditures with an amortization period of seven years or more which were commissioned:

- In or after 2004, the average of the prime interest rate for the year in which the capital was commissioned will be utilized as the factor to calculate interest.
 - Prior to 2004, the average of the prime interest rate less 1¼% for the year in which the capital was commissioned will be utilized as the factor to calculate interest, reflecting that it was generally funded as an opportunity cost in the past.
2. Administration costs are calculated as follows:
- 3% of reported contracted costs
 - 5% of reported municipal costs
3. Net cost includes supply chain costs, commodity revenues, and promotion and education (P&E), regulatory, market development and program management costs.

The net cost for the non-residential portion of the Blue Box program, which would continue to be the direct responsibility of Niagara Region after transition, will be calculated and reported on at a future date.

Cost-Benefit Related to Provision of Collection and Haulage Services on Behalf of Producers

It is expected that producers will be interested in having municipalities provide Blue Box services on their behalf, should mutually agreeable terms be negotiated. These discussions would start once the Blue Box regulation is finalized (currently scheduled for early 2021). It is recommended that Niagara Region engage in discussions with producers to continue collection as part of the integrated collection system. This would be subject to Niagara Region's expectations that there would be:

- 100% payment by producers; and
- Reasonable and quantitative measures for standards and requirements related to collection and haulage would be applied and overseen by Resource Productivity and Recovery Authority (RPRA) as an independent entity.

Collection of any non-obligated materials (i.e. those not covered under the regulation) would be at full cost to Niagara Region. It is expected that non-residential sources will be excluded from the program. The regulation may also lead to potential removal of one or more materials that Niagara Region residents are accustomed to putting in the Blue Box, as our current program is comprehensive and covers a wider variety of material than some of the comparator municipalities.

The estimated \$8,195,000 in savings as noted above, may be somewhat offset by costs for exiting the component of the collection contracts related to the residential Blue Box Program, if Niagara Region does not provide collection and haulage service on behalf of the producers. Additionally, it should be noted that even if municipalities provide collection and haulage service under contract to the producers, the full 100% of these costs may not be covered, subject to the payment formula developed. This is due to the fact that existing contracts may not reflect the new service requirements, standards and other factors on which the payments by the producers will be determined.

Niagara Region's new waste collection and haulage contracts commence October 19, 2020 and have an end date of March 5, 2028. Collection contracts were awarded in 2019 to GFL Environmental Inc. (GFL) and Miller Waste Systems Inc. (Miller). The new contracts include escape clauses related to early termination of the Blue Box collection and associated haulage due to changes in legislation/regulation.

If Niagara Region does not provide residential Blue Box collection and haulage under contract to the producers, costs may be incurred for winding down the Blue Box-related portion of the work, including the value of stranded capital assets, such as collection vehicles, with the caveat that Miller and GFL must make commercially reasonable efforts to re-deploy to other contracts or sell at fair market value the capital assets. A formula was designed and included in the contracts to calculate the maximum compensation payable by Niagara Region:

$$\text{Maximum Compensation Payable} = (\text{Year 1 contract cost} \times 7 \text{ years} \times 10\% \text{ capital component}) \times \text{percentage of total contract terminated} \times (\text{Years remaining in contract term} / \text{Total years of contract term})$$

Per this formula, it is estimated that the maximum one-time compensation payable to GFL based on the January 1, 2023 transition date is \$2,743,217 and the maximum compensation payable to Miller is \$ 4,278,867, for a total potential payment of \$7,022,084. Based on the savings from transitioning identified above using the 2019 program costs and adjusted for the new collection contract costs, this compensation payment would be offset within the first year of transition with the removal of 50% of the net program expenditures from the Niagara Region taxpayer burden. For comparison, a transition date of January 1, 2024 would result in an estimated maximum compensation payment of \$5,664,530, and transition as of January 1, 2025 would be \$4,306,977. Table 2 below shows the estimated net savings to the Niagara Region in year one, if transition occurs January 1, 2023.

Table 2 – Net Savings to Niagara Region upon Transition in Year 1

Net Residential Blue Box Program Costs (2019)	\$10,240,495
Increased Recycling Collection Contract Costs	\$6,150,000
<i>Total Estimated Residential Blue Box Program Costs</i>	<i>\$16,390,495</i>
Annual savings to Niagara Region - share of net costs (based on current 50% funding formula)	\$8,195,248
Maximum compensation payable to curbside collection contractors - partial early contract termination (January 1, 2023 transition date)	\$7,022,084
<i>Estimated Net Savings to Niagara Region (Year 1)</i>	<i>\$1,173,164</i>

Cost-Benefit Related to Provision of Processing Services on Behalf of Producers

Niagara Region currently owns and operates (through Niagara Recycling, a not-for-profit third party) a Material Recovery Facility (MRF) in Niagara Falls. A review related to the preferred MRF ownership structure is currently underway, with a recommendation report to be presented to Public Works Committee in closed session as Confidential PW 17-2020. This review consists of an assessment, which will be based on actual market considerations, to determine the best future opportunity for the MRF.

The required notification and termination periods in Niagara Region's key recycling processing contract agreements are as follows:

1. Niagara Recycling, for the processing and marketing of recyclables until Niagara Region fully transitions to full producer responsibility or proceeds with a direction based on the outcome of the MRF Opportunity Review, with provision for six (6) month notification for early termination;
2. Haldimand County, for the processing of their recyclables until March 2021 with a 1 year option to extend to March 5, 2022 and a six (6) month cancellation that can be applied by either party;
3. Region of Waterloo, for the processing of their fibre material with contract expiry occurring on the date that Waterloo transitions to full producer responsibility or until the end of Waterloo's existing collection contract (March 2024), whichever comes first. Although there is no explicit cancellation provision, termination could apply with notification, or the contract could be reassigned with permission.

If Niagara Region divests of the MRF, the successful proponent will be required to assume the processing of the current material being processed at the Niagara Region

MRF, unless Waterloo and Haldimand, or any of the smaller commercial customers, redirect their recyclables to another facility. Depending on timing, producers may also be responsible for processing this material.

Completion of the MRF Opportunity Review is required for Niagara Region to finalize decisions related to the processing of Blue Box materials under full producer responsibility.

Additional Costs Related to Blue Box Transition

Regardless of whether or not Niagara Region chooses to and is successful in obtaining a residential collection and haulage contract on behalf of producers, it is suggested that Niagara Region continue to service the IC&I sector, subject to a review of net costs, and re-evaluate provision to this sector in the next contract. Existing staffing, processing and other costs related to the IC&I service will be assessed prior to formulating a final recommendation.

If Niagara Region chooses not to bid on the residential collection and haulage contract or is unsuccessful in securing the contract, one option is to consider payment to the producers to continue service for the IC&I properties. More detailed information about provision of services to those properties outside the regulation is included in the Analysis section below. Similar to the analysis needed to determine if a bid of collection and haulage of residential Blue Box material is worthwhile, an evaluation will be needed to determine how much Niagara Region will pay to service these IC&I properties.

If Niagara Region retains curbside collection, depot locations should also be retained as part of a comprehensive program. In the event that Niagara Region does not manage a curbside program, it is recommended that depots continue to be operated for an interim/transition period and then re-evaluated for the longer term, based on results of a cost benefit analysis and other factors such as customer convenience. The portion of depot costs associated with both the residential Blue Box program amounted to \$349,152 in 2018 and \$340,203 in 2019.

In summary, it is financially beneficial for Niagara Region taxpayers to transition to full producer responsibility as early as possible, subject to any final cost benefit analysis to be completed once the Blue Box regulation provides detail on the payment formula. The analysis will include a refinement to the calculations for the GFL and Miller payments if it is determined that compensation to the collection contractors will be required.

Analysis

Background

Under the RRCEA the Province is shifting to a full producer responsibility framework for products, packaging, and packaging-like products, making producers and brand holders accountable for recovering resources and reducing waste associated with products. The Waste Diversion Transition Act, 2016 (WDTA) allows for the products and packaging currently managed under existing waste diversion programs to be transitioned to the new full producer responsibility framework. The RPRA was created to support the transition to a circular economy and waste-free Ontario through oversight of existing waste diversion programs, including the Blue Box Program, and the transition of recycling programs to full producer responsibility models per the RRCEA. The RPRA will be responsible for oversight and enforcement of the residential Blue Box regulation, ensuring that expected outcomes are met by producers.

Considerations Related to Transition Timing

In order to support development of the regulation associated with the framework, and to begin planning for transition, AMO has requested that municipalities with residential Blue Box programs notify AMO and MECP of both preferred transition date and of intent to consider provision of collection, haulage, and/or processing of Blue Box materials on behalf of producers after transition (see Appendix 2). It is preferable for municipalities to self-identify their preferred date of transition because locally specific concerns, such as local priorities and evaluation of system costs, can be considered. It is possible that Niagara Region would not be one of the first municipalities to transition under a provincially mandated model as Niagara Region's collection and haulage contracts have expiry dates in 2028.

It is important to note the transition date identified in this report is not a guaranteed transition date for Niagara Region, nor is Niagara Region obligated to proceed with the indicated date. The information is being collected from all municipalities simply to gauge the level of interest in transition for each quarter and year between January 1, 2023 and December 31, 2025. This will help stakeholders to propose a transition schedule based on preferred municipal dates. In the event that more than one-third of municipalities indicate a desire to transition in the same year, MECP will use criteria, not yet finalized but currently in development through consultation with stakeholders, to resolve conflicts and determine transition order. This will ensure a smooth and seamless transition.

If Niagara Region was mandated to transition later in the transition period (e.g. in 2024 or 2025), one small advantage is that Niagara Region could benefit from the experiences of those municipalities that transitioned earlier in the process. This includes preparation for potential issues relating to reporting, promotion and education (P&E), resident confusion, etc. However, there is a negative financial impact, in that Niagara Region taxpayers will continue to pay for approximately 50% of the residential Blue Box Program each year until the transition occurs.

Considerations Related to Provision of Collection and Haulage Services on Behalf of Producers

In addition to the financial factors outlined above, important factors influencing Niagara Region's decision to provide collection and haulage service on behalf of producers are:

- Definition of service areas by producers, i.e. the service area may not align with Niagara Region's current collection boundaries;
- Length of contract required by producers, i.e. length of the contract may not align with Niagara Region's existing collection and haulage contracts, upon which the bid would be based;
- Possibility of dealing with multiple producers, leading to increased administration requirements;
- Reducing confusion for residents, i.e. residents dealing with multiple agencies for collection issues (Niagara Region for garbage and organics, and a separate agency or agencies, on behalf of producers);
- Responsibility to residents in the event that service standard changes cause a reduction in collection convenience or increased enforcement at the curb (to achieve a lower residue rate);
- Definition of clear service standards and expectations, acceptable residue rates, and how targets will be measured; and
- Potential for a fragmented collection system related to P&E and customer service.

Considerations Related to Provision of Processing Services on Behalf of Producers

Timing and outcome of the MRF Opportunity Review, outlined above, will be the primary factor influencing Niagara Region's decision to bid on processing contracts. Additional current considerations include the following:

1. The definition of service areas by producers to accommodate larger market sizes will be an important factor influencing the ability of Niagara Region to effectively bid against the private sector for provision of processing services. In addition to tonnage capacity throughput limitations based on the current state of the infrastructure, a service area that is not a reasonable haulage distance to the MRF location will not support continued operation of the MRF by Niagara Region.
2. Clear requirements for standards, such as residue rates, and how these will be measured would be required for protection of Niagara Region in the event a contract is secured. Alternatively, the performance standards set by producers may not be reasonably achieved based on current infrastructure.

Additional Considerations Related to Blue Box Transition

Servicing additional property types

Niagara Region currently services a number of property types which may not be immediately included in the regulation. While the current level of service must be maintained by producers until the end of the transition period on December 31, 2025, the producers are not obligated to include service to certain properties, including IC&I, select Multi-Residential (MR) properties (those not already receiving service as of a certain date yet to be specified) and public spaces during this time period. After December 31, 2025, the intent is that service will gradually be expanded to include these MR and public spaces. For IC&I properties, the province is proposing an update to different regulations specific to these properties at a future date, as yet unspecified. Should Niagara Region continue to collect from IC&I properties not serviced during or after the transition period, producers may have little incentive to expand programming to encompass these properties and municipalities will continue to bear the costs. These costs include existing staffing, P&E, processing and other expenditures for this portion of the service. On the other hand, elimination of this part of the Blue Box program, until provincially mandated service is available, would be a reduction in service to the IC&I sector in Niagara Region.

As noted above, cost benefit analysis must be completed and the decision to service these properties may hinge on Niagara Region's decision to bid on collection and haulage. In the event that Niagara Region secures a collection and haulage contract, collection at IC&I properties may be a viable option. In the event that Niagara Region needs to pay a producer, there is the potential that the cost may be disproportionately high. Ultimately, the final regulation will inform Niagara Region's position with respect to servicing additional property types.

Niagara Region will continue to advocate for continued and expanded service to MR properties and public spaces already serviced during the transition period of 2023-2025, along with service to the smaller IC&I properties who utilize Niagara Region's Blue Box program.

Servicing for non-obligated materials

Niagara Region will be solely responsible for costs related to collection, haulage and processing of materials not obligated under the regulation. Niagara Region would also be responsible for producing extra P&E for the locally accepted materials (versus the provincial standard). Furthermore, Niagara Region may not be able to find a processor for non-obligated material. On the other hand, removal of material from Niagara Region's Blue Box stream may generate confusion for residents and propagate a

perceived reduction in service levels. Niagara Region's diversion rate could also be incrementally impacted by a change in materials collected.

Niagara Region will continue to advocate for a comprehensive list of obligated materials both during the transition period and after.

Service at depots

In the event that Niagara Region is not paid by producers to operate the Blue Box portion of depots, Council may still choose to continue with the service for community benefit, mainly resident convenience and to minimize illegal dumping. Additional enforcement may be required to ensure contamination rates enforced by producers are met, and depot reconfiguration may be required based on producer requirements. These existing depots are integrated with the current landfill and public drop-off depot infrastructure.

Final considerations

As noted multiple times throughout this document, the Blue Box regulation is not yet finalized. After full transition of all municipalities by January 1, 2026, Niagara Region will have no operational program control in determining collection frequency, container type, or implementation of a single versus dual stream system. Until the transition period is complete on December 31, 2025 producers will be obligated to maintain the same level of service currently provided in Niagara Region – weekly collection of Blue Box materials through our dual stream process. Starting on January 1, 2026, producers will be paying for the entire system across the province and will have the final say in how the system is operated. Results must be guaranteed (i.e. establishing a common collection system, collection of consistent materials across the province, meeting prescribed management targets for materials, etc.) but how this is achieved will be entirely up to producers. For example, lightweight, bulky materials such as Styrofoam could be redirected from the curbside program to a depot system or deposit return may be implemented for additional items.

Throughout the consultation process with stakeholders, Niagara Region has continually advocated for weekly collection as this achieves the highest diversion and lowest residue rates, and we will continue to promote that position in our responses to the province, but ultimately the final regulation will be up to the province. Through local by-laws (e.g. restricting weight of trucks on our roads) Niagara Region will have some limited ability to protect the interests of residents. Should Niagara Region successfully bid on collection and haulage, the decision to continue that function may need to be revisited for the post-transition period, commencing January 1, 2026 or when the existing contracts with GFL and Miller expire.

Niagara Region will work to mitigate risks associated with the transitioned program regardless of Council's final decision on the MRF and whether to bid on the collection and haulage contract. For example, staff will monitor rates of obligated material entering the garbage stream after transition. To facilitate this, Niagara Region will be completing audits after the switch to every other week garbage collection occurs on October 19, 2020, and after the transition to full producer responsibility. This will allow us to verify if we are seeing increases in rates of obligated materials entering the garbage stream, etc.

Alternatives Reviewed

Considerations Related to a Later Transition Date

In previous comments to the province, in the response to the Modernizing Blue Box Stakeholder consultation for the Special Advisor's report and in previous consultations on the amended Blue Box Program (that ultimately did not pass but which informed the currently proposed transition methodology and plan), Niagara Region has advocated that payment of net verified costs (actual municipal costs) from SO should be increased to 75% in year one, increasing annually until transition is complete. Municipalities receiving payment would be subject to SO criteria that verifies program effectiveness. Past comments from Niagara Region have stressed that this is more equitable to those municipalities that cannot realize savings by transitioning earlier in the process, and who will continue to be accountable for 50% of net costs until the transition date that could be as late as December 31, 2025.

In the event that the regulation recognizes this proposed strategy, Niagara Region may realize reduced savings by exiting our collection and haulage contracts early and find that it is, in fact, preferable for customer service reasons and due to equivalent (or near equivalent costs based on reimbursement) to exit collection and haulage further along in the transition period (e.g. late in 2025). It is, however, unlikely that this proposed strategy will be accepted by producers as they will not want to increase costs in un-transitioned municipalities beyond the 50% they are already paying, while developing and implementing programs in other municipalities, for which they have full responsibility for all costs. As such, until cost-benefit analysis can be completed based on the final regulation, an early transition date is recommended.

Declining to Transition

Municipalities cannot decline the option to transition and still continue to receive the 50% funding of net programming costs from an external source indefinitely. SO is developing a wind-up plan that will include direction for management of any funds remaining at the end of the transition period. There is no requirement for SO to continue paying municipalities for Blue Box programs after the transition period ends on December 31, 2025. In fact, SO will cease to exist at that date, as per the Minister's

Direction letter from August 15, 2019 (Appendix 3). The regulation is not expected to include a requirement for producers to pay municipalities to operate any residential Blue Box program after 2025, although as previously noted there will likely be an opportunity for municipalities to provide Blue Box related services on behalf of producers. Any programming offered by Niagara Region that is not offered through commercially accepted terms between producers and Niagara Region, would be at full cost to Niagara Region and as such, declining to transition is not a viable option.

Relationship to Council Strategic Priorities

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

Other Pertinent Reports

- WMPSC-9-2019 A Made-in-Ontario Environment Plan
- WMPSC 32-2019 Modernizing Blue Box Program
- WMPSC-C 2-2020 Update on Provincial Initiatives for Extended Producer Responsibility

Prepared by:

Jennifer Mazurek
Program Manager, Policy, Planning & Engagement
Waste Management Services

Recommended by:

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

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

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

Appendices

Appendix 1	Proposed Regional Municipality of Niagara Council Resolution
Appendix 2	Request from AMO
Appendix 3	Minister's Direction Letter to SO

WHEREAS the amount of single-use plastics leaking into our lakes, rivers, waterways is a growing area of public concern;

WHEREAS reducing the waste we generate and reincorporating valuable resources from our waste stream into new goods can reduce greenhouse gases (GHG) significantly;

WHEREAS the transition to full producer responsibility for packaging, paper and paper products is critical to reducing waste, improving recycling and driving better economic and environmental outcomes;

WHEREAS the move to a circular economy is a global movement, and that the transition of Blue Box programs would go a long way toward this outcome;

WHEREAS The Regional Municipality of Niagara is supportive of a timely, seamless and successful transition of Blue Box programs to full financial and operational responsibility by producers of packaging, paper and paper products; and

WHEREAS the Association of Municipalities of Ontario has requested municipal governments with Blue Box programs to provide an indication of the best date to transition our Blue Box program to full producer responsibility;

NOW THEREFORE BE IT RESOLVED:

That The Regional Municipality of Niagara **PREFERS** the date to transition the residential Blue Box program to full producer responsibility to be as early as possible in the transition period, which is on January 1, 2023, subject to final cost benefit analysis when the Blue Box regulation is finalized based on the following rationale:

Maximizing the estimated cost savings for taxpayers of The Regional Municipality of Niagara based on preliminary cost-benefit analysis considering:

- Opt-out clauses that are included in collection and haulage contracts and the estimated termination costs;
- Estimated costs for the residential portion of the Blue Box program in each of 2023, 2024, and 2025; and
- Estimated funding from Stewardship Ontario in each of 2023, 2024, and 2025.

That The Regional Municipality of Niagara **EXPRESSES** interest in providing curbside and depot Blue Box collection and haulage services on behalf of producers, subject to mutually agreeable commercial terms, including service duration, beginning on January 1, 2023.

That The Regional Municipality of Niagara **ANTICIPATES** completion of the Material Recovery Facility (MRF) Phase 4 Opportunity Review in late 2020, which will inform how or if the MRF asset will be potentially divested and The Regional Municipality of Niagara's potential role in processing services.

and

That this resolution, **BE SENT** to the Association of the Municipalities of Ontario and the Ministry of the Environment, Conservation and Parks.

From: [AMO President](#)
Subject: Call for Action to Pass a Resolution about Transition of the Blue Box to Full Producer Responsibility
Date: December 18, 2019 6:38:38 PM
Attachments: [Attachment 1 - Background on Transition to Full Producer Responsibility 2019-12-18.pdf](#)
[Attachment 2 - Example Resolution on Transition to Full Producer Responsibility 2019-12-18.pdf](#)

Dear Mayor/Head of Council:

RE: Call for Action to Pass a Resolution about Transition of the Blue Box to Full Producer Responsibility

I would ask your Council to pass a resolution outlining your municipal government's preferred date to transition your Blue Box program to full producer responsibility if provided the opportunity to self-determine (between January 1, 2023 and December 31, 2025). While the Province has not yet determined what mechanism will be used to choose when municipalities will transition, AMO believes your Councils are in the best position to decide when the best time to transition your Blue Box program is based on your specific circumstances (e.g. assets, contracts, integrated waste management system).

AMO is asking that a Council resolution be passed by June 30, 2020, be directed to AMO and the Ontario Ministry of Environment Conservation and Parks, that specifies:

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

NOTE: Your Council's stated preference may not be the final determination of your transition date, nor are you obligated in any way by the date that is specified. Please read the rationale for self-determination (**Attachment 1**), and the example resolution (**Attachment 2**) for more details.

Thank you for your attention and assistance in this matter. If you have any questions or require further information, please contact Dave Gordon, Senior Advisor, at 416 389 4160 or dgordon@amo.on.ca or Amber Crawford, Policy Advisor, at 416 971 9856 extension 353 or acrawford@amo.on.ca.

Sincerely,

Jamie McGarvey
AMO President
Mayor of Parry Sound

Attachment 1: Background on Transition to Full Producer Responsibility
Attachment 2: Example Resolution on Transition to Full Producer Responsibility

**Ministry of the Environment,
Conservation and Parks**

Office of the Minister

777 Bay Street, 5th Floor
Toronto ON M7A 1N3
Tel.: 416-314-6790

**Ministère de l'Environnement,
de la Protection de la nature et des
Parcs**

Bureau du ministre

777, rue Bay, 5^e étage
Toronto (Ontario) M7A 1N3
Tél. : 416.314.6790



August 15, 2019

Mr. John Coyne
Chair
Stewardship Ontario
1 St Clair Ave. West, 7th Floor
Toronto, ON M4V 1K6

Dear Mr. Coyne:

The Blue Box program has been providing Ontarians with a convenient option for collecting and recycling printed paper and packaging for many years. In recent years, it has become apparent that the growing challenges in delivering and funding the program must be addressed. After hearing from many interested parties, I believe the time has come to modernize and improve Ontario's Blue Box services by transitioning from the existing program that provides industry funding to reimburse a portion of municipalities' costs to a full producer responsibility model where industry will be responsible for both funding and operations. The transition to producer responsibility will ensure Ontarians' experience and access to existing Blue Box services will not be negatively impacted and that there are province-wide services available, including for Northern, rural and Indigenous communities.

As a necessary complementary step to transitioning to a producer responsibility model, pursuant to Section 14 of the Waste Diversion Transition Act, 2016 (WDTA) I am directing Stewardship Ontario (SO), to develop a plan in respect of the funding program for blue box materials under the WDTA (the SO Program) and for SO itself. SO must submit the plan to the Resource Productivity and Recovery Authority (the Authority) for approval no later than June 30, 2020.

This direction will begin the process by which Ontario will implement a modern, producer-operated system that will provide consistent province-wide recovery of Blue Box materials under the Resource Recovery and Circular Economy Act, 2016, and ensure there is no disruption to Blue Box services.

The development of the plan must be conducted in accordance with this direction as well as the provisions of the WDTA and its regulations, including O. Reg. 357/17.

I am directing that the plan describe a mechanism for determining the steward fees necessary to provide for payments to municipalities and First Nation communities until the time they transfer responsibility for providing Blue Box services to producers. The plan will establish criteria for a three year period in which municipalities and First Nation communities will no longer be eligible to receive funding under the SO Program, starting on January 1, 2023 and ending on December 31, 2025, which is the date that SO Program will end and the new producer responsibility framework will be fully implemented.

It is in the public interest that the plan is consistent with the following principles:

Demonstrate transparent communications and meaningful consultation

- Parties affected by the transition should be consulted and have opportunities for meaningful engagement during the development and implementation of the plan.
- The public, Indigenous peoples and affected stakeholders, including stewards, municipalities and service providers (e.g. collectors, haulers, processors, recycled product manufacturers) will receive transparent and clear communications from SO on a regular basis during development and implementation of the plan.

Support competition and prevent conflict of interest

- The plan shall support competition in, and not adversely affect, Ontario's current and future marketplace for the collection and recovery of paper products and packaging. The plan shall not provide for unfair or preferential treatment of the public or any affected parties, or barrier to competition during or following the transition of the program.
- SO shall take all necessary steps to ensure there is no real, potential or apparent conflict of interest when developing and implementing the plan.
- SO's sharing of data and information to parties other than the Resource Productivity and Recovery Authority (the Authority) must be done through a fair, open and transparent process that does not result in preferential treatment of one person or group over another or release of any confidential information.

Demonstrate Fairness to Stewards and Protect Consumers

- The assets, liabilities, rights and obligations of SO related to the SO Program must be dealt with in a fair, open and transparent process in accordance with applicable law.
- All monies held in trust by SO related to the SO Program shall be treated appropriately in accordance with the WDTA and its regulations.

Maintain Program Performance

- There shall be no disruption in payments made by SO to a municipality or First Nation community under the SO Program until the time when that municipality or

First Nation community is no longer eligible to receive funding based on criteria established in the plan.

- Ontarians' access to and experience with the Blue Box program shall not be negatively impacted. It is my expectation that, while allowing for natural growth of Blue Box services to new residential development or redevelopment, municipalities and First Nation communities shall not reduce or expand existing levels of Blue Box services that are eligible for funding under the SO Program.

An addendum to this letter provides specific direction related to the details that SO must include in its plan for the SO Program and for SO.

The implementation of the plan shall begin on the date on which the Authority approves the plan. It is my expectation that the Authority will approve the plan no later than December 31, 2020.

It is expected that SO will engage and work cooperatively with the Authority in implementing any policy direction issued to the Authority pursuant to Section 29 of the *Resource Recovery and Circular Economy Act, 2016* (RRCEA). This includes ensuring that real, potential or apparent conflict of interest concerns have been addressed prior to and during the development of the plan.

If it is in the public interest to do so, I will provide further direction or clarification at a later date related to the matters set out in this direction.

Lastly, SO shall make publicly available on SO's website this direction letter, as well as the complementary policy direction letter issued to the Authority.

Sincerely,

Jeff Yurek
Minister

c: Mr. Serge Imbrogno, Deputy Minister, Ministry of the Environment, Conservation and Parks
Ms. Glenda Gies, Chair, Resource Productivity and Recovery Authority

Addendum to the Minister's Direction Letter for the Blue Box Waste Diversion Program and Stewardship Ontario

Stewardship Ontario (SO) is directed to develop a plan for the funding program for blue box materials (the SO Program) under the Waste Diversion Transition Act, 2016 (WDTA) and for SO itself that includes the following:

- A description of the designated wastes that are covered in the Blue Box program.
- A description of how the SO Program will be operated while the plan is being implemented, acknowledging the following:
 - The funding for municipalities and First Nation communities to participate in the SO Program shall end over a three-year period between January 1, 2023 and December 31, 2025.
 - SO's role in transferring payments to a municipality or First Nation community under the SO Program shall end on the date that obligated producers have assumed full responsibility for the collection and management of blue box materials from that municipality or First Nations community.
 - The plan shall recognize, and be responsive to, the fact that a future regulation under the *Resource Recovery and Circular Economy Act, 2016* will set the criteria and process by which municipalities and First Nation communities will transfer to full producer responsibility.
 - The calculation of the funds due to be paid to each municipality and First Nation community under the SO Program shall be proportional to the number of months in a calendar year in which the municipality or First Nation community remains under the SO Program.
 - The Continuous Improvement Fund shall receive no additional contributions and shall end as soon as practical prior to December 31, 2025.
- A proposed timeline according to which key aspects of the plan will be implemented.
- A description of and a proposal for dealing with the assets, liabilities, rights and obligations of SO in relation to the SO Program including:
 - All monies held in trust by SO related to the SO Program pursuant to Section 35 of the WDTA.
 - An approach that outlines how SO will deal with any information technology systems related to the SO Program to ensure fair and equitable access to all users, as an alternative to disposing of these assets for fair market value.
 - Any other assets of SO related to the SO Program, including, and without limitation, any intellectual property, physical assets or real property.

- Any liabilities incurred by SO during the development and implementation of the SO Program and anticipated to be incurred during the development and implementation of the plan.
 - A detailed account of anticipated costs arising from the plan, and a detailed account of how SO will finance these costs.
 - A detailed account of how SO proposes to equitably apportion its assets, liabilities, rights and obligations among stewards of Blue Box materials.
 - The plan shall set out a proposal to deal with any residual funds after the SO Program has ended and SO has finished its final financial reconciliations for the program and organization.
- A description of all data and information that is within SO's custody or control and that is related to the operation of the SO Program since the Minister's program request letter of September 23, 2002, and a proposal for transferring all data and information to the Resource Productivity and Recovery Authority (the Authority), including:
 - The process for transferring all the data and information to the Authority within any timeframes specified by the Authority.
 - The data and information that is to be transferred to the Authority, including, but not limited to:
 - A list of all registered stewards, including their business addresses and contact information; the nature of each steward's designation under the WDTA (e.g. whether designated because the steward is a brand holder, a first importer, or other person); the type and amount of Blue Box materials supplied by the steward into the Ontario marketplace; and,
 - Other additional data and information requested by the Authority.
 - Data and information related to the SO Program that is in SO's custody or control shall not be for sale.
- A proposal for identifying confidential or personal data and information and indicating how such data and information will be supplied in confidence when transferring it to the Authority, which will assist the Authority in determining its treatment of such data and information based on applicable law and policies.
- Demonstration and documentation that any party currently having access to SO data and information only retain data that is equivalent to the information that will be shared through a fair, open and transparent process
- The procedures that SO is putting in place to ensure there is no real, potential or apparent conflict of interest in respect of the plan's development, contents or implementation. Without limiting the scope of these procedures, the plan should address:
 - Any real, potential or apparent conflict of interest in respect to SO's relationship with the Canadian Stewardship Services Alliance (CSSA)

- Any necessary steps to ensure that the CSSA does not receive preferential treatment over other potential market participants in respect of Blue Box resource recovery markets that may be created under the RRCEA.
- A description of changes to the SO Program that are anticipated to be necessary to implement the plan.

I am further directing that the plan include the following:

- A detailed report of SO's communications with affected parties and the public during the development of the plan.
- A detailed proposal for a communications plan for all affected parties and the public during the implementation of the plan, if approved, including:
 - The process by which SO will provide information to the affected parties and the public on a regular basis.
 - A description of the key steps that will be taken related to the plan and show how affected parties and the public will be affected by the transition.
- A detailed report of how SO has met the consultation requirements of subsection 14(13) of the WDTA during the development of the plan, including:
 - A list of the stewards, municipalities, Indigenous peoples, service providers and other affected parties that were consulted during the development of the plan.
 - A summary of comments received by SO from affected parties.
 - A report of how the comments were considered by SO in the development of the plan.

Subject: Award of Contract 2020-T-18 DeCew Falls WTP Plant 3 Upgrades Contract 1

Report to: Public Works Committee

Report date: Tuesday, June 16, 2020

Recommendations

1. Contract 2020-T-18 DeCew Falls WTP Plant 3 Upgrades Contract 1 in the City of St Catharines **BE AWARDED** to Kenaidan Contracting Ltd. at their bid price of \$11,889,430.60 (including 13% HST).
2. That the original Contract amount of \$955,572.07 (including 13% HST) awarded to Associated Engineering Ltd. **BE INCREASED** by \$251,727.84 (including 13% HST), for a total revised Contract of \$1,207,299.91 (including 13% HST) for DeCew Falls WTP Plant 3 Upgrades for the provision of Contract Administration and Inspection Services for DeCew Falls WTP Plant 3 Upgrades Contract 1.

Key Facts

- The purpose of this report is to seek Council's approval for the award of Contract 2020-T-18 DeCew Falls WTP Plant 3 Upgrades Contract 1 to Kenaidan Contracting Ltd. at their bid price of \$10,521,620.00 (excluding 13% HST) and to seek Council's approval for the increase in the original contract amount of \$845,639.00 (excluding 13% HST) awarded to Associated Engineering for DeCew Falls WTP Plant 3 Upgrades by \$222,768.00 (excluding 13% HST) for a total revised Contract of \$1,068,407.00 (excluding 13% HST).
- Schedule B of the Niagara Region Procurement By-law 02-2016 as amended February 28, 2019 requires Council approval for all tender awards in excess of \$5,000,000 (Recommendation 1) and for any Single Source award where the increase puts the total award value over \$1,000,000 (Recommendation 2).
- Proposed works include rehabilitation of flocculation and settling tanks, filtration system upgrades, miscellaneous process upgrades, power supply & distribution system and process control & SCADA system upgrades including process control panels to support the process upgrades.
- Construction is scheduled from July 2020 to October 2021 with a substantial completion date of September 13, 2021 and a contract completion date of October 11, 2021.

- Four (4) General Contractors were Prequalified in a competitive public pre-qualification process (2019-RFPQ-176) were invited to bid on 2020-T-18 DeCew Falls WTP Plant 3 Upgrades Contract 1.
- On March 18, 2020, Niagara Region initiated a competitive public tender process (2020-T-18), to solicit bids from those prequalified companies to complete for these works. The tender closed on May 14, 2020 and three (3) bid submissions were received and opened with the lowest compliant bid being received from Kenaidan Contracting Ltd. in the amount of \$10,521,620.00 (excluding 13% HST).
- As part of a competitive bid process (2016-RFP-61), Associated Engineering Ltd. was awarded the contract to provide engineering services for the upgrades of DeCew Falls WTP Plant 3. Associated Engineering has provided revised fees for Contract Administration and Inspection services based on the current construction requirements as well as a scope change request for additional design efforts requested by Niagara Region for a total addition of \$222,768.00 (excluding 13% HST).

Financial Considerations

Project 20000185 DeCew Falls WTP Plant 3 Upgrades has a previously approved capital budget of \$22,250,000 with \$997,794 of actual and committed expenses as of May 12, 2020 as detailed in Appendix 1 – Total Estimated Project Cost.

Due to funding limitations, this project has been split into two distinct construction contracts.

Contract 1 includes rehabilitation of flocculation and settling tanks, filtration system upgrades, miscellaneous process upgrades, power supply & distribution system and process control & SCADA system upgrades for a total estimated cost of \$15,013,905 which can be accommodated within the current budget. This includes an increase to Associated Engineering fees as outlined below, and the award of Contract 1 to Kenaidan Contracting Ltd.

In 2022, Contract 2 of the project is expected to take place, which includes construction of a new building superstructure above the flocculation and settling tanks with three new stairwells, architectural finishes, concrete repair works within the existing structure, new lighting, electrical and HVAC for a total estimated cost of \$22,236,095. From the current budget, \$7,236,095 will be utilized for Contract 2. The remaining funds will be requested as part of the 2022 capital budget in the amount of \$15,000,000. The total estimated cost for both contracts is \$37,250,000.

Associated Engineering (Ont.) Limited was retained by Niagara Region through a competitive bidding process, 2016-RFP-61, to complete detailed design, tendering, contract administration and inspection services. The current contract value for the work is \$860,522 (including 1.76% non-recoverable HST).

During the design phase, development of the construction sequence and schedule resulted in an increase in the expected construction duration from a 10-month period, as stipulated in 2019-RFP-61, to a 14-month construction period for Contract 1. Also, Niagara Region authorized a nominal amount of additional engineering work to add operator accessibility improvements to the design, to split the design into two separate contracts, and to proceed with Contract 1 tender.

The increased construction duration and the added scope of work resulted in a required increase to Associated Engineering's fees to a total value of \$1,087,211 (including 1.76% non-recoverable HST).

The additional engineering fees associated with the increase in construction duration is an extension of the work that was originally competitively bid. The fees now reflect the length of construction necessary to complete Contract 1 and the support and oversight required from the consultant based on the projects complexity.

Analysis

The DeCew Falls Water Treatment Plant (WTP) is the largest WTP in the Niagara Region and serves approximately 181,000 people. The WTP service area includes the City of St. Catharines, the City of Thorold (excluding Port Robinson), the Town of Niagara-on-the-Lake, and the Town of Lincoln (Vineland/ Jordan). The DeCew Falls WTP consist of three conventional water treatment plants (Plant 1, 2 and 3). Plant 3, shown on key plan in Appendix 3, was constructed in 1975 and includes three filters to raise the plant capacity from 145.5 ML/d to 227 ML/d.

DeCew Falls WTP Plant 3 has been in continuous use since construction in 1975 without any major upgrades or renewals. The existing filters and process equipment have reached the end of their service life and require upgrades. In addition to the process equipment upgrades, a Structural Condition Assessment identified visible structural cracking on the filter bridge. In 2016, a DeCew Falls WTP Plant 3 Condition and Process Assessment was completed. The Assessment recommended various rehabilitation requirements as well as process improvements. Currently, Plant 3 represents challenges

for operations and maintenance staff with respect to limited access and poor visibility of flocculation and settling tanks from hatches located on the existing flat roof.

Plant 3 requires sustainability improvements to the existing process equipment. Plant 3 project upgrades will also include the addition of a building superstructure with outside wall extensions and a peaked metal roofing system. These works will open up the existing flat concrete/membrane roof top structure to allow safe access and visibility to all process tanks to improve operations, maintenance, and ultimately water quality produced from the plant. Providing safe, reliable drinking water is a key objective of Niagara Region.

The following is the scope of work for Contract 1 of this project:

- Removal and disposal of existing filter media and underdrains in the three filters in Plant 3 and installation of new underdrains and filter media;
- Structural rehabilitation works within the Filters and Operating Gallery;
- Installation of a new air blower and associated air scour piping to the filters;
- Piping and instrumentation improvements in the Filter Pipe Gallery;
- Installation of a new jet-mixing system for improved coagulant mixing;
- Replacement of the equalization tank unwatering pumps with new;
- Installation of four (4) new sludge collection systems in the two (2) settling tanks;
- Replacement of existing sludge pumps and associated piping and instrumentation with new;
- Installation of new HMI panels, PLC and SCADA upgrades;

The following is the scope of work for Contract 2 of this project:

- Removal of existing roof slab and construction of new floor slab with openings above the flocculation and settling tanks;
- Construction of a new building superstructure above the flocculation and settling tanks and filter building;
- Construction of three new stairwells for access to the new building super structure;
- Removal and disposal of existing architectural cladding and installation of new architectural panels;
- Concrete repair works within the existing concrete structure;
- New lighting, electrical and HVAC for the new building superstructure area.

Associated Engineering was retained by Niagara Region through 2016-RFP-61 to complete the detailed design, tendering and contract administration and inspection

services. Associated Engineering has provided revised fees for Contract Administration and Inspection services based on the current construction requirements as well as a scope change request for additional design efforts requested by Niagara Region. The Request for Proposal (2016-RFP-61) stipulated a 10-month construction period. Through design development, which included detailing the construction sequence, complexity and schedule, the estimated construction duration for Contract 1 has been set to 14 months. During the final stages of design, Niagara Region identified staff accessibility concerns with an existing exterior chamber hatch and chemical room entrance both located alongside DeCew Falls WTP Plant 3 building. Access improvements were added to Associated Engineering's design scope of work. The DeCew Falls WTP Plant 3 Upgrades project was split into two construction contracts. Associated Engineering was requested to modify their design drawing set and contract documents by splitting the scope into two tender packages to accommodate the two construction contracts.

In accordance with Niagara Region Procurement By-law 02-2016 as amended on February 28, 2019 and under the guidance of the Region's Procurement Department, Niagara Region initiated a competitive public tender process (2020-T-18), on March 18, 2020 to solicit bids from those prequalified companies to complete these works. The tender closed on May 14, 2020 and three (3) bid submissions were received and opened with the lowest compliant bid being received from Kenaidan Contracting Ltd. in the amount of \$10,521,620.00 (excluding 13% HST including).

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

A summary of the bid submissions is included in Appendix 2.

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

Alternatives Reviewed

1. Proceed with the Contract Award and Proceed with Contract Amount Increase –
This alternative would enable staff to proceed with contract award to Kenaidan

Contracting Ltd. to construct DeCew Falls WTP Plant 3 Contract 1 upgrades and to proceed with contract amount increase to Associated Engineering Ltd. to meet the Niagara Region's objective of providing safe and reliable drinking water. The project will provide a sustainability upgrade to the existing process equipment, prolong the service life of the existing Plant 3 structure with functional upgrades, reduce energy consumption from obsolete equipment and improve the plant operation performance and water quality.

2. Do Nothing –This alternative does not adequately address the safe and reliable supply of potable drinking water to the communities as sustaining demand and meeting provincial compliance would be as risk.

Staff recommend Alternative 1 to proceed with contract award to Kenaidan Contracting Ltd. and contract amount increase to Associated Engineering Ltd.

Relationship to Council Strategic Priorities

This recommendation is related to the Responsible Growth and Infrastructure Planning, Objective 3.3: Maintaining Existing Infrastructure. Through asset management planning, the DeCew Falls WTP Plant 3 upgrades project is required to ensure sustainable investments in the infrastructure needed to provide safe and reliable potable water to residents and businesses.

Other Pertinent Reports

Not applicable.

Prepared by:

Lindsay Jones, P.Eng. PMP
Senior Project Manager
W-WW Engineering
Public Works Department

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 Tony Cimino, C.E.T., Associate Director, W-WW Engineering; and Pamela Hamilton, Program Financial Specialist W-WW, and reviewed by Joseph Tonellato, P.Eng, Director W-WW and Dan Ane, Manager, Program Financial Support.

Appendices

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

PW27 - 2020 APPENDIX 1
Total Estimated Project Cost
Contract Award

Contract 2020-T-18 - DeCew Falls WTP Plant 3 Upgrades Phase 1

	Council Approved Budget	Budget Increase/ Reallocation	Revised Council Approved Budget	Expended & Committed as of 5/12/20	Contract Award/ Forecast	Budget Remaining
	(A)	(B)	(C) = (A) + (B)	(D)	(E)	(F) = (C)-(D)-(E)
<u>Total Estimated Project Cost (20000185)*</u>						
(a) Construction (includes contract contingency)**	18,000,000	(18,000,000)	-			-
Contract 1 Construction		10,706,801	10,706,801		10,706,801	-
Contract 2 Construction***		7,236,095	7,236,095		7,236,095	-
(b) Project Contingency	2,612,500		2,612,500		2,612,500	-
(c) Consulting Engineering Services (Design, Contract Administration, & Inspection)	1,125,000	(1,125,000)	-			-
Geotech, Peer Review, DSS		94,894	94,894	94,894		-
Design and Contract Administration & Inspection		1,087,211	1,087,211	860,524	226,687	-
(d) Project Management & Internal Costs	512,500		512,500	42,376	470,124	-
Total Estimated Project Cost	22,250,000.00	(0)	22,250,000	997,794	21,252,206	-

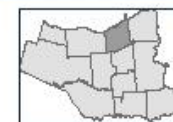
*All costs include 1.76% non-refundable HST

** Total Construction Contract 1 Award is equal to i) \$10,521,620 before tax; ii) \$10,706,801 including 1.76% non-refundable HST; iii) \$11,889,431 including 13% HST

*** Additional funds for Contract 2 in the amount of \$15,000,000 will be requested as part of the 2022 capital budget

PW 27-2020 Appendix 2 – Summary of Bids (2020-T-18)

Vendor	Total Tender Price (excluding HST)
Kenaidan Contracting Ltd.	\$ 10,521,620.00
ROMAG Contracting Ltd.	\$ 10,600,600.00
North America Construction Ltd.	\$ 10,708,300.00



Memorandum

PWC-C 20-2020

Subject: COVID-19 Response and Business Continuity in Public Works
Date: June 16, 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. As of May 29, 42 Public Works staff are actively re-deployed in other departments (EMS, LTC, etc) delivering essential services.

The Department Leadership team are actively participating in virtual meetings with their counterparts in the Local Area Municipalities, and provincial committees to share our successes and learn how others have overcome challenges.

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 (QMS) remain active. A Water QMS Management Review was completed on May 28, 2020.

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
- 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.
- Developing a W-WW Division Pandemic Recovery Framework in anticipation for Region entering into the Recovery Phase of the Pandemic Response Plan.
- 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 when required. 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.
- Portable washrooms have been setup at Wastewater facilities to accommodate couriers and sewage haulers.
- Face shields and half mask respirators are being used for additional protection for staff where certain activities do not allow for proper social distancing
- 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

- Development of an on-line virtual Niagara Children's Water Festival

3 months

- Implementing phased W-WW Pandemic Recovery Plan in accordance with Public Health advisement and direction from the Region's Emergency Operations Centre.

6 months

- 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, culvert and roadway works, forestry, traffic control, pavement markings and signage are critical services which continue to be provided.

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

Staff continue to monitor all material shipments, supplies and construction contracts experiencing delays to understand larger impacts to ongoing construction project schedules.

Essential and critical project interpretation based on Provincial announcements continues to change and affects the delivery of projects and levels of service to the residents of Niagara Region. This is continuously monitored and adjusted to meet Provincial directions .

Service/Operational Changes

Dispatch is providing 24 hour support with all calls received by the Region; in particular directing residents for COVID-19 to Public Health and by-law enforcement (Local and Regional) seven days a week.

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 and shields 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

Restrictions to the curbside collection program and at the landfill sites/drop off depots have been lifted with minor restrictions still in place as noted below.

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

Strategic initiatives are continuing such as the MRF Opportunity Review, implementation of new collection contracts and services levels, construction projects, and operational tenders. Staff continue to participate in stakeholder consultation sessions regarding the Blue Box program and other programs transitioning over to a Producer Responsibility model.

Service/Operational Changes

Landfill Service Changes

There are 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.

Collection of large household item resumes

Effective June 1, curbside collection of large household items / bulk goods will resume for single-family homes and apartments with six units or less. Residents could begin scheduling collection on May 27. Restrictions on the number of daily bookings will be in place for the month of June to better manage volumes. The disposal fee at landfill sites/public drop off depots has been reinstated for these items.

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 on [waste management services](https://www.niagararegion.ca/waste), visit <https://www.niagararegion.ca/waste>

Community Events

Presentations, community booths, sites tours and special events recycling have been postponed until further notice.

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, and at the scale houses located at the landfill sites/drop off depots.

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 resuming with other programs and services that were suspended temporarily such as compost give-away days, curbside battery collection and outreach activities.
- Staff working with IT and Finance to offer residents the ability to purchase garbage tags on-line.
- Staff will continue to develop and implement a communication strategy to inform residents about upcoming service changes that will occur with the new waste collection contracts. Initial communication plan adjusted due to COVID. The first direct mail piece (post card) is scheduled to hit mailboxes late June.
- The Business Continuity Plan with Redeployment Strategy of staff for the Division will be administered accordingly, and work that cannot be deferred is being managed by existing staff.

3 months

- The Business Continuity Plan with Redeployment Strategy of staff for the Division will be administered accordingly.
- Staff will continue to implement communications about the service changes that will occur with the new waste collection contracts.
- Staff will continue to meet with new collection contractors to ensure a successful start up

6 months

- New waste collection contracts are set to commence October 19, 2020. Staff will be working to address any major concerns and provide residents with information to fully participate in the curbside programs.
- The Business Continuity Plan with Redeployment Strategy of staff for the Division will be administered accordingly.

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

Passengers are currently 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) which includes no interactions with the fare boxes.

Niagara Specialized Transit (NST) is operating at the normal level of service, except for trips whose origins or destinations are to/from 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 delivered, rather than an hourly rate. Overall, NST trip requests are significantly reduced, however NST continues to deliver all requested trips within the capacity available.

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 provincial accessibility legislation (AODA), fares are therefore also not being collected on NST.

The IMT Working Group is currently exploring plexi-glass type bio-barriers to better protect bus operators, which would then allow for reinstatement of front door boarding and thus revenue collection, to resume. Through the IMTWG coordination, Niagara's transit providers are targeting a full implementation of these driver barriers across the entire fleet by the end of June 2020. This would allow for a July reintroduction of front door boarding with reintroduction of fare collection thereafter.

Significant Initiatives or Actions undertaken

All NRT and NST fleet vehicles have been professionally cleaned/disinfected/sanitized well 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 in order to determine whether additional service reductions are viable. As the provincial guidelines only recently changed to allow for non-essential trips, it is premature to attempt to draw accurate ridership projections. Thus the service levels for the month of June will remain the same as the were in May and any changes would likely begin Monday, July 6 in order to give the local transit service providers time to make the necessary operational changes to staff complements, schedules, etc. As rider demand is beginning to rebound, it is unlikely that additional service reductions will be feasible while maintaining social distancing targets.
- Resumption of fare collection (boarding through the front door, reinstating interaction with the farebox) is being considered as soon as July 1, 2020 as the driver protection barriers are being implemented on transit vehicles across Niagara.
- The IMTWG is awaiting a detailed set of provincial guidelines which is expected imminently, which could affect the capacity allowed on transit vehicles. At present, 40' conventional buses are restricted to 10 rider capacity to comply with provincial guidelines. Revised guidelines could allow for additional capacity on buses and the reduction in any "extras" or "shadow buses" that are currently being deployed to meet rising transit demand.
- Niagara Region Staff continues to work with its service provider Via Mobility to develop the service and communications plan for NRT OnDemand deployment in West Niagara. While a starting date in September is desirable, it is dependent on the timelines of the vehicle manufacturers. More concrete information should be available in the coming weeks with an update to Council.

- Working with our post-secondary partners to review projected enrollment and transit ridership for the Fall 2020 semester at both Brock University and Niagara College. With the percentage of enrolled students on campus undetermined at this time, transit staff are developing scenarios for meeting needs that arise from the campus sites where typically, very significant volumes of students use transit.

3 months

- Front door boarding/revenue collection should be back in full effect throughout this period.
- The communications plan for NRT OnDemand will be in effect during this timeframe. This will involve staff from both Niagara Region, our local area municipal partners in West Niagara, and Via Mobility being present in the communities of the service area to promote the new service.
- Possible further service adjustments based on ridership and in reaction to any provincial changes. Staff will continue to work with the IMTWG in reviewing the available data to ensure that adequate service is being provided while being mindful of the financial challenges faced by each municipality.

6 months

- Service adjustments will have to consider whether schools and universities remain closed for Fall semester, have modified on campus student populations, or have moved entirely online in course curriculum. The IMTWG is working with the post-secondary institutions to ensure that sufficient transit is available to support the needs of the students and that adequate compensation is received for the provision of such services.

Respectfully submitted and signed by,

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



CURBSIDE COLLECTION CHANGES

Communications Strategy

COMMUNICATIONS CAMPAIGN OBJECTIVES

- Build public awareness of the upcoming service collection changes, starting October 19, 2020 and understanding for why they are happening
- Encourage an increase in participation in diversion programs



COMMUNICATIONS CAMPAIGN OBJECTIVES CONTINUED

- Educate the public on how to participate in programs.
- Provide information on how to access tools available to facilitate participation, including the online collection calendar and mobile app.
- Educate residents about illegal dumping and proper disposal methods. Encourage reporting of illegal dumping and raise awareness of the Region's reward program.



KEY COMPONENTS OF THE CAMPAIGN

A multi-tier approach to meeting the objectives.

- New branding and graphics
- New messaging including: a slogan, key message platform, sub-messages and hashtags
- Media plan that includes social media
- Diverse communications tactics to reach all stakeholder audiences

COMMUNICATIONS STRATEGY - RATIONALE, APPROACH AND METHODOLOGY

- The messaging is intended to be inclusive and to diminish the feeling that residents are being forced to fulfill behaviour change.
- The tone positions the Region and residents as partners and encourages them to help.
- Messaging will also address the ICI sector to emphasize that business and industry are also being asked to “do their share.”
- Messaging will address education and clarification of misconceptions, such as the perception that organics break down in landfills.



TARGET AUDIENCES

- Homeowners
- Landlords
- Renters/Tenants
- Small business owners
- Other businesses
- Employers and industries
- Farmers
- BIAs
- Industry associations
- Students and youth
- Teachers and educators
- Municipality councils and staff
- Environmental groups
- Public institutions
- Churches
- Community Groups
- Chambers of Commerce

SLOGAN – BOX IT. BIN IT. SORT IT.

- This slogan uses the repetitive “X it, Y it, Z it” pattern in order to create a rhythmic effect that takes hold in the memory. Paired with simple and clear graphics, it is crafted to be the sort of slogan that can be repeated and remembered easily. It emphasizes the curbside aspect of the changes.
- This slogan will inform all aspects of the campaign
- It also works for an ongoing campaign beyond the change period.



KEY MESSAGE PLATFORM

1. **CHANGES ARE COMING**
2. **IT'S WORTH THE EFFORT**
3. **WE ALL NEED TO DO OUR SHARE**

KEY MESSAGES – CHANGES ARE COMING

- This message comprises the educational component of the campaign: the master theme for informative messages such as the date of the new contract, the substance of the changes.
- Some sample sub-messages:
 - Starting October 19, your garbage will be picked up every other week. Blue and Grey Boxes and Green Bin will continue to be picked up weekly.
 - Changes are coming. Starting October 19, there will be no curbside pickup of scrap metal or white goods (such as stoves, refrigerators, dishwashers).
 - Many of the items placed at the curb can either be recycled or composted. That's why we're still picking up your Blue and Grey Boxes and Green Bin weekly.

SAMPLE SOCIAL MEDIA GRAPHIC AND MESSAGE



CHANGES ARE COMING.

October 19, 2020

KEY MESSAGES - IT'S WORTH THE EFFORT

- Changes will require residents to go through the process of getting a Green Bin and disposing of recyclables properly. This message emphasizes the importance of a Green Bin and disposing of organics through a recoverable stream.
- Some sample sub-messages:
 - It's worth the effort to do more to protect the environment and reduce our impact on climate change. Do your part by filling your Green Bin!
 - Most of what you throw away could actually be recycled in the Blue Box, Grey Box or Green Bin. It's worth the effort.
 - We find a market for your recyclables to be turned into useful products. Did you know detergent bottles can be turned into patio furniture and that Styrofoam can be turned into crown moulding? It's worth the effort.

We can do more to protect the environment and reduce our impact on climate change. You can do your part by filling your Blue / Grey Box and Green Bin.

IT'S WORTH THE EFFORT.



KEY MESSAGES – WE ALL NEED TO DO OUR SHARE

- This message conveys multiple priorities: that not only residents, but also businesses, have a part to play in promoting waste diversion; and that the effort put into this change requires uptake and effort.
- This message incorporates a rationale that emphasizes Niagara Region will avoid costs through sustainability; particularly through approaches such as reducing use of landfills and thus future landfill maintenance and costs of decommissioning and management.
- Some sample sub-messages:
 - The more we compost, the less waste will decay in landfills and break down into harmful methane. We all need to do our share.
 - Waste diversion means recycling more and sending less to landfills. We all need to do our share to achieve our waste diversion target of 65%.
 - Do your share to keep Niagara clean by reporting illegal dumping.

SAMPLE SOCIAL MEDIA POST WITH BUSINESS DIRECTED MESSAGE

PHASING

Phase 1: May to September 20, 2020. **The Pre-Change Campaign.**

- This phase of the campaign will focus on educating the public about the changes, what it will mean for particular groups in Niagara and why the changes are being made. It will also lay out the rationale for the changes.

Phase 2: September 21 – October 19, 2020. **The Build-Up.**

- This phase will consist of a ramp-up to the change period, with messaging informing residents of the changes and pushing more firmly on the need to get on board with the changes, pick up a Green Bin or otherwise embrace more diversion and the bi-weekly pickup.

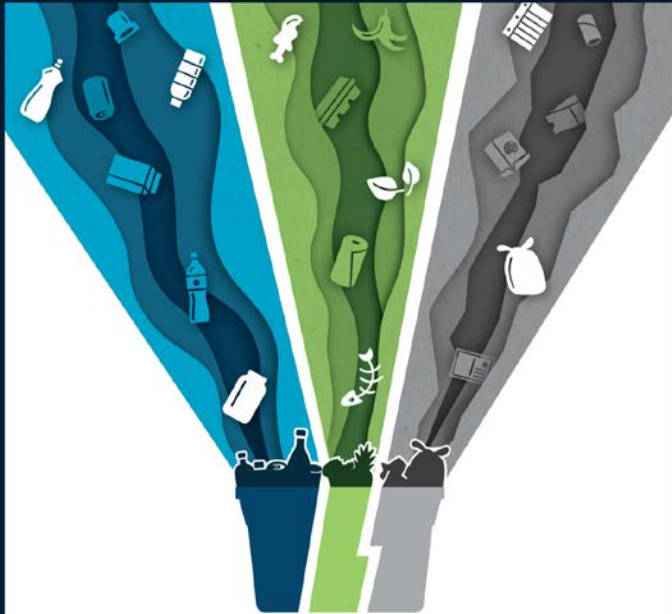
Phase 3: October 20 onward. **The Launch and Post-Launch.**

- This phase of the campaign will feature stronger messages presenting an expectation of compliance. It will feature greater emphasis on anti-illegal dumping messages, while at the same time also promoting the changes and rationale.

NEW COMMUNICATION MATERIALS

1. Strategic Plan Document
2. New slogan
3. New visual branding
4. New truck wraps – current and new fleet
5. Postcard to key stakeholder groups
6. Letters to key stakeholder groups
7. Script of answers to frequently asked questions
8. New website subsection
9. New Collection Guide
10. Informational materials for schools
11. Social media messages
12. Social media shareables
13. Paid social media
14. Informational videos for social media
15. Public service announcements
16. Programmatic digital web advertising
17. Print media advertisements
18. Media releases
19. E-blasts
20. Graphics for the new app
21. Videos with Niagara mayors
22. Animated Graphics
23. Ramp-up period media materials
24. Launch media conference materials
25. Media appearance backdrops
26. Final report

CORE BRANDING AND VISUAL



BOX IT. BIN IT. SORT IT.

Changes are coming to your waste pick-up.

Starting October 19, your waste will be picked up every other week.
Your Blue/Grey Box and Green Bin will still be picked up every week.

We are making these changes to keep re-usable materials out of landfills -
to save our valuable natural resources, save our climate and save money
for future generations.

WE ALL NEED TO DO OUR SHARE. IT'S WORTH THE EFFORT!

#boxbinsort

Niagara  Region

SECONDARY BRANDING AND VISUAL ALTERNATIVE



BOX IT. BIN IT. SORT IT.

Changes are coming to your waste pick-up.

Starting October 19, your waste will be picked up every other week.
Your Blue/Grey Box and Green Bin will still be picked up every week.

We are making these changes to keep re-usable materials out of landfills -
to save our valuable natural resources, save our climate and save money
for future generations.

WE ALL NEED TO DO OUR SHARE. IT'S WORTH THE EFFORT!

#boxbinsort

Niagara  Region

APPLIED BRANDING EXAMPLES - PRINT

POSTCARD



TRUCK WRAPS



APPLIED BRANDING EXAMPLES - DIGITAL

MAIN CAMPAIGN MESSAGES (SAMPLES)



SECONDARY CAMPAIGN MESSAGES (SAMPLES)



ILLEGAL DUMPING



BUSINESS FOCUS



THANK YOU

This strategy and communications roll-out has been prepared by the teams at Niagara Region Waste Management and the Armstrong Strategy Group/Loud+Clear.



APPENDIX

TACTICS Phase 1 Pre-Change Campaign

Timing	Tactic
June	Media launch
June to September	Social media ad campaign
June to October	Engagement with ICI stakeholders – presentations for, and meetings with this group facilitated through Chambers and BIAs
June	Website subsection - Content written will help residents understand the changes that are coming, information on how to effectively use their Green Bin, and facts that will serve as a script for CSRs. Development of an info graphic to show what materials go into what box / bin and a separate section for business owners to navigate what exact changes are taking place in their DBA will also be developed.
June 22	<p>Postcard and letters to key stakeholder groups - pertinent information about the October 19 changes is being designed, printed and distributed to all residents in households and units of under 6. Content also includes the Waste Info Line number and website where people can seek more information.</p> <p>Letters to be sent to ICI and other stakeholders that can be customized to inform the different stakeholders of details pertaining directly to the changes they will experience. In addition, a flyer to be sent along with the letter can be posted or shared internally that has general information about changes.</p>

TACTICS Phase 1 Pre-Change Campaign Continued

Timing	Tactic
July	Branded vehicle wraps unveiling
May / June	New info for Waste Info Line Script of answers to frequently asked questions about the coming changes for use by CSRs on Region hotlines and information lines. These answers can be repurposed for other educational materials produced by the department.
June	Support / Promotion for new App
August to November	Video series - Animated Graphics – Social Media: A professional animator will develop a series of videos that use graphics and illustrations from the campaign's brand to educate people on: recycling better, how to use a Green Bin, why it's important to sort smart, common things that are put in the garbage but could be recycled etc.
Mid September	Youth participation: grades 1-8 (COVID-19 modified)

TACTICS Phase 2 The Build-up

Timing	Tactic
August	Outreach to Local Area Municipalities – through presentations, postcard drops, releases, social media
Mid-September	New Collection Guide – A redesigned Collection Guide reflecting changes as of October 19. Some content from previous iterations will be repurposed while new messaging and design will be applied.
Mid-September	Informational materials for schools – Modifying a print piece that NRW typically sends to the Niagara school boards, new creative will outline the upcoming changes and further educate youth on how to use their Green Bin at home. To be distributed digitally.
Mid-September	E-blasts – prepared content for Region or municipal eblasts that outline changes and offer advice, tips and contact information.

TACTICS Phase 2 The Build-up Continued

Timing	Tactic
Late September	Media conference Print media campaign
September 21 onward	Informational videos for social media – A mix of filmed, animated and organically filmed via cellphone; videos will be produced to share on social media that highlight the October changes but also facts on sorting recyclable materials, tips on how to reuse items and reduce food waste etc. Videos with leaders in the public e.g. Niagara Police Chief, talking about the importance of recycling and “we’re all in this together.”
September	Public service announcements – Produce informative videos that promote the date of collection service changes and direct people to the niagararegion.ca/waste URL as well as promote the new app and digital calendar download for collection days. To be distributed on social media but also given to YourTV and CHCH* for broadcast. (*Potential cost \$) Could produce a spoken PSA to distribute to local radio stations as well.

TACTICS Phase 3 Launch/Post-launch

Timing	Tactic
October 19 to November 2	War-room comms team
October 19 & 20	Videos with Niagara mayors – Coordinate and assist in filming videos (cell phone) for social media of Niagara mayors participating in putting things at the curb, encouraging their residents of their municipalities to take part, discouraging illegal dumping and showing “we’re all in this together.” Mayor would post to their handle and tag Niagara Region, to share.
October 19	Waste Reduction Week media-op
October 20 onward	Anti-dumping campaign
November	Final Report and Presentations

MEMORANDUM

PWC-C 14-2020

Subject: Overview of the Communications Strategy and Public Education Campaign for the Collection Service Level Changes

Date: Tuesday, June 16, 2020

To: Public Works Committee

From: Susan McPetrie, Waste Management Services Advisor

The purpose of this memorandum is to provide an overview of the public education campaign that has been developed to promote and raise awareness of the collection service level changes that will occur with the commencement of the new waste collection contracts on October 19, 2020 (see Appendix A). Campaign implementation begins in June and will continue until November 2020. After completion of the campaign, program maintenance and support will occur as part of the annual divisional social marketing and outreach strategy.

Campaign Objectives

As outlined in WMPSC-C 21-2020, Niagara Region has engaged the services of Armstrong Strategy Group (ASG), through a competitive RFP process, to develop and deliver a comprehensive and multi-faceted public education campaign that will build public knowledge and understanding of the service level changes that were approved by Council on October 17, 2019 (PW 61-2019). The key objectives of the campaign are to:

- Advise residents and businesses of when changes start and how their waste collection services will be affected;
- Increase participation in Regional diversion programs, including addressing current barriers and educating on proper preparation of materials;
- Provide information on how to access tools available to facilitate participation, including obtaining a Green Bin, applying for waste exemptions, such as weekly diaper collection, and accessing the new online collection calendar and mobile app;

- Educate residents about illegal dumping and proper disposal methods, including encouragement of the reporting of illegal dumping and raising awareness of the Region's reward program for reporting.

Implementation Phases

The campaign has been designed with three implementation phases:

Phase 1: The Pre-Change Campaign – June to September 20, 2020

The focus of this phase is on educating the public about the upcoming changes, how they will impact different sectors in Niagara and why the changes are being made.

Phase 2: The Build-Up - September 21 to October 19, 2020

This phase will consist of a ramp-up in outreach and communication activities in the month before the waste collection changes begin. In addition to providing information on the changes, messaging will encourage residents to pick up a Green Bin, download the collection calendar mobile app currently in development, and get on board with every-other-week garbage collection and waste diversion practices.

Phase 3: The Launch and Post-Launch - October 20 – November

The final phase of the campaign will feature messages focusing on compliance and illegal dumping, while at the same time recognizing and expressing appreciation to residents and businesses that have embraced and adapted to the changes.

Outreach and Engagement Tactics

As part of the communications strategy, ASG has identified diverse tactics for engaging with a broad range of target audiences throughout Niagara Region. The following list includes examples of key communications tactics that will be employed:

- Postcards to low density residential properties;
- Letters to multi-residential properties and businesses;
- Social media campaign;
- Campaign webpage on Niagara Region's website;
- Engagement with business sector through webinars, video meetings;
- New vehicle wrap with campaign messaging on waste collection vehicles;

- Media releases, media conferences and a Waste Reduction Week photo-op;
- Video series on topics including tips to reduce waste and using the Green Bin;
- Public service announcements;
- Dedicated message e-blast to Niagara Chamber of Commerce;
- Engagement with Local Area Municipality councils and staff;
- Newspaper advertising;
- Journalist ride-along of collection process, facility tours;
- Illegal dumping awareness campaign; and
- On-going monitoring and response to public inquiries and feedback through social media, the Waste Info-Line and Niagara Region's website.

The onset of the Novel Coronavirus (COVID-19) presents a challenge to carrying out the type of in-person engagement activities that would typically play a key role in public outreach. With closures, physical distancing requirements, and event cancellations, the communications strategy has been adapted to shift emphasis to activities that do not require person-to-person contact. As an example of an adjusted tactic, unstaffed booths can be set-up with pop-up banners and take-away postcards at businesses that are open (i.e. grocery stores, garden centres, etc.), rather than scheduling Waste Management interns to attend local community activities. ASG and Waste Management staff will continue to look for opportunities for engagement as they arise with the evolving COVID-19 situation.

Key Messages

There are three (3) key messages that will be used throughout the campaign. These overarching messages can also be customized into sub-messages for use with specific audiences and applications.

1. Changes are coming.

This message comprises the educational component of the campaign. This theme is connected to messages providing information including the date of the new contract, the substance of the changes, the rationale behind them and how Niagara Region's residential and business sectors will be affected.

Examples of sub-messages are:

- Starting October 19, your garbage will be collected every-other-week. Blue and Grey Boxes and the Green Bin will continue to be collected weekly.

- Changes are coming. Starting October 19, there will be no curbside collection of scrap metal or white goods (such as stoves, refrigerators, dishwashers).

2. It's worth the effort.

This message acknowledges that the changes may require effort on the part of residents and businesses to sort and dispose of materials properly, while emphasizing the value of this effort. It will draw on the rationale for the changes, including the benefits and best practices to support and encourage participation.

Examples of sub-messages are:

- Niagara has one of the most comprehensive recycling programs in the province. Help us make it even better! It's worth the effort.
- Properly preparing and sorting your waste means more of it can be recycled or composted. It's worth the effort.

3. We all need to do our share.

This message has multiple purposes. First, it conveys that residents and businesses have a part to play in promoting waste diversion. Secondly, it positively conveys that the effort put into this change will require have a beneficial effect.

Examples of sub-messages are:

- You can do your share to deal with food waste by putting yours in the Green Bin.
- Homeowners in Niagara are recycling more than the provincial average. Businesses need to do their part, too. We all need to do our share.
- Every bit of effort helps reduce climate change. We all need to do our share.

Slogan and Branding

ASG has designed a new slogan and branding for the campaign that has the flexibility and longevity to be used and adapted beyond the launch of the new collection contract. The new slogan "Box it. Bin it. Sort it." promotes diversion and ties in with the new visual branding, which includes a graphic of a recycling container with the three curbside diversion streams represented (see Appendix B for sample). The new slogan and branding unify the campaign messaging and materials, and will help raise public awareness that collection services are changing.

Campaign Conclusion

Despite the challenges posed by the timing of this campaign during a pandemic, all efforts are being taken to deliver an extensive and robust public education campaign, which ensures that residents and business are well-informed of the service level changes that will begin on October 19, 2020.

At the conclusion of the campaign, ASG will provide a report to Niagara Region that will assess the effectiveness of the campaign and provide recommendations for ongoing communication. This material will be presented to the Waste Management Planning Steering Committee by the end of 2020.

Additional Efforts to Support Residents

Concurrent with the public education campaign, Niagara Region staff are working with Recollect Systems Inc. to release an online collection calendar and mobile app. The online calendar will be integrated directly into Niagara Region's existing Waste Management web page. Residents will be able to search for an address and view an online calendar with easily recognizable graphics to quickly identify collection day for each material stream. The calendar can be printed, viewed on-line, or even embedded into a users' personal calendar.

Significant new features for residents include:

- Access to collection day and other information through the voice assistant on Amazon Alexa on all enabled devices; and
- Ability to sign up to receive a customized reminder to set-out waste material, via text, email or phone call, at a set time each week.

The mobile app and calendar also function as an additional communication tool by staff. Residents who sign up for reminders or who access the calendar on-line will see targeted educational messaging. For example, Niagara Region can design brief, focused messages to be included during specific campaigns (e.g. related to illegal dumping). In the case of delayed collection (e.g. due to weather related issues), residents living in the affected neighbourhood(s) who have signed up for the service will receive notification about the delays, as well as updated set-out instructions if applicable. It is anticipated that the ability for Regional staff to send this targeted messaging will reduce the need to call the Waste Info Line, especially during time periods with extra set-out, such as Branch and Leaf and Yard Waste weeks.

The mobile app and calendar are scheduled for release in July and will be promoted as part of the overall campaign by ASG.

Respectfully submitted and signed by

Susan McPetrie
Waste Management Services Advisor

Appendices

Appendix A Summary of Waste Management Service Level Changes

Appendix B Sample of New Branding

MEMORANDUM

PWC-C 15-2020

Subject: Livingston Avenue Extension Environmental Assessment
Date: June 16, 2020
To: Public Works Committee
From: Jack Thompson

Purpose of Memorandum

To provide a status update on the Livingston Avenue Extension Municipal Class Environmental Assessment technical and approval process that was initiated to address the need for additional east-west network capacity in the west portion of the Town of Grimsby.

Background

The need for additional east-west network capacity along the Livingston Avenue corridor, in the west portion of the Town of Grimsby, has been identified in transportation studies since the early 1970's:

- 1971 - Town of Grimsby Traffic Study - Recommended Street Plan
- 1995 - Town of Grimsby Transportation Study
- 2017 - Niagara Region Transportation Master Plan

The Town of Grimsby Official Plan (2012) - Section 5.4.7 - Future Road Connections noted in Section 5.4.7.1 that the following road connection is planned:

- Connect Livingston Avenue east of Casablanca Boulevard, to Regional Road No. 81. The proposed intersection configuration would encourage the use of Livingston Avenue and discourage the use of Main Street West. An Environmental Assessment is required for the future Livingston Avenue road extension.

The Grimsby GO Station Draft Secondary Plan (2017) which was approved by Regional Council and Town of Grimsby Council (2018) noted the following discussion on Livingston Avenue (Section 4.3.4 - Planned Road Improvements and Connections):

- Depending on the evolution of traffic patterns in the area, there may be a need to extend Livingston Avenue west of Casablanca Boulevard. The Region has maintained this as an opportunity for improving east-west connectivity and providing relief to the congested South Service Road. The Region should protect for this opportunity in the secondary plan in the event that it is required over the long term. The Region may also need to consider protecting the option for a second access point off of Livingston Avenue. Given the sensitive environment in this area, the road extension would undergo an Environmental Assessment and will be ecologically-designed to minimize impact on the woodlot and its habitat and hydrology.

Environmental Assessment Process (May 2018 – April 2020)

The Casablanca Boulevard and GO Station Access Environmental Assessment (EA) Study was initiated in 2018 to assess the transportation infrastructure requirements to support projected population and employment growth in West Grimsby and to support the planned Grimsby GO Station. The EA was approved in March 2018 without a Part II Order request to the Ministry of Environment, Conservation and Parks (MECP). The approved EA identified transportation infrastructure improvements to the following facilities with construction to start in late 2020/early 2021:

- Casablanca Boulevard (Main Street (RR81) to North Service Road)
- QEW interchange ramp terminals and MUP (Multi-Use Path)
- South Service Road (Industrial Drive to east of Casablanca Boulevard)
- Livingston Avenue (Casablanca Boulevard to west of Emily Street)

Following the approval of the Casablanca Boulevard and GO Station Access Environmental Assessment (EA), the Region continued with undertaking the EA Study for Livingston Avenue from west of Emily Street to Oakes Road North/Main Street West. This EA study represents Phase 2 of the EA approval process to assess the need for additional east-west transportation system capacity in the west portion of the Town of Grimsby to year 2041 and address future congestion on South Service east of Industrial Drive.

The Environmental Assessment Process included:

- Notice of Commencement – Newspaper ads May 31 and June 14, 2018
- Public Information Centre #1 – June 20, 2018
 - Assessment of existing traffic conditions, potential alternative solutions and defining the “Problem Statement”
- Public Information Centre #2 – May 28, 2019
 - Presented the results of traffic, natural heritage, cultural heritage, archaeological heritage, and socio-economic assessments and featured a workshop to discuss the alternative solutions for improving east-west travel capacity and evaluation criteria to evaluate alternative solutions.
- Public Information Centre #3 – January 27, 2020
 - Presented Information on Transportation Issues being addressed; Natural/Cultural/Socio-Economic Impacts; Evaluation of Alternative Solutions; Study Recommendation to Extend Livingston Avenue to Oakes Road/Main Street West and associated alternative design options.
- On-Line Survey - Alternative Design Options - February - March 2020
 - Rural and Urban Road cross-section alternatives
- Environmental Study Report (ESR) Submission to Ministry of Environment, Conservation and Parks (MECP) on April 3, 2020 for 30-day review period

Environmental Assessment Process – Next Steps (May 2020 – July 2020)

The MECP comments on the submitted Livingston Avenue Extension ESR were received on May 14, 2020.

The MECP comments focused on Species at Risk (SARS) directions prior to initiating design and construction activities. The MECP comments are included in ESR – May 2020, Table 9-6 Commitments to Future Work.

Niagara Region filed the ESR for a 45-day public review / comment on May 21, 2020. The EA filing process includes the following steps:

- Notice of Completion Advertisements - 2 circulations (May 21 and May 28, 2020) with Niagara This Week and Niagara News Now
- Notice of Completion posted on Livingston Avenue Extension EA project website

- Livingston Avenue Extension ESR posted on Region's project website
- E-Bulletin to Stakeholders and Agencies regarding ESR 45-day public review / comment period
- Letters to Indigenous Communities regarding Notice of Completion and ESR 45-day public review / comment period

If a Part II Order is received within the 45-day public review period, MECP will be notified and undertake a review of Part II Order issues. At the request of MECP, Regional staff will work with MECP in responding to the Part II Order issues.

If no Part II Order is received by MECP, the project as presented is approved and MECP notified.

Respectfully submitted and signed by

Jack Thompson
Transportation Strategic Projects Lead
Transportation Services

Subject: Niagara Escarpment Crossing Update

Report to: Public Works Committee

Report date: Tuesday, June 16, 2020

Recommendations

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

Key Facts

- At the July 9, 2019 Public Works Committee Meeting (Item 7.2), Niagara Regional Council requested an update on the Environmental Assessment (EA) for Regional Road 14 (Bartlett Avenue), in the Town of Grimsby also known as the Niagara Escarpment Crossing EA.
- Niagara Regional Council Strategic Plan identifies facilitating the movement of people and goods as objective 3.4 of the Responsible Growth and Infrastructure Planning priority.
- The Niagara Region Transportation Master Plan (TMP), approved by Regional Council July 2017, recommended the long-term transportation infrastructure requirement for implementing a new Niagara Escarpment Crossing (NEC) transportation corridor.
- In 2018, Transportation Services retained the services of an Environmental Assessment consultant to provide guidance related to alternate EA processes that could be used to plan the Niagara Escarpment Crossing including: Municipal Class EA and Individual EA (IEA) processes.
- The Consultant IEA alternative process review and subsequent meeting with Ministry of Environment, Conservation and Parks (MECP) staff (2018) indicated that an IEA is the best process for projects like the Niagara Escarpment Crossing that have potentially a large environmental impact, property acquisition and high potential for stakeholder concerns.
- In 2019, Transportation Services completed the Niagara Escarpment Crossings Traffic Operations Study that identified short-term operational and safety recommendations and the requirement for a new Niagara Escarpment Crossing.
- The 2020 approved budget available for this project is \$2.5M and Transportation Services plans initiating the IEA Terms of Reference Study Q1/Q2 2021.
- The IEA process for a new Niagara Escarpment Crossing can take upwards of 3 years to obtain MECP approval which includes approved IEA Terms of Reference

(approximate 1-year time line) and the preparation of the EA Report (approximate 2-year timeline).

- The planning, EA approval, detailed design, property acquisition, funding, and construction activities required for implementing a new Niagara Escarpment Crossing transportation corridor is a complex undertaking that can take upwards of ten years.

Financial Considerations

The Niagara Region Transportation Master Plan (TMP), as approved by Council in 2017, provides the direction, policies and infrastructure improvements to address planned future growth and increasing travel demands to move people and goods within and through the Region to the 2041 planning period.

The TMP implementation strategy includes undertaking the Planning and Environmental Assessment studies associated with major transportation infrastructure projects including the Niagara Escarpment Crossing.

The 2017 Capital Cost estimate for the Niagara Escarpment Crossing (Bartlett Avenue Extension to Mud Street) identified in the 2017 Development Charges Bylaw (DCB) is \$38.7M which represents a one-third contribution by Niagara Region with the remaining Capital Costs to be funded by Federal and Provincial funding programs. The 2017 DCB identified approximately 85% of these project costs as eligible for development charge funding.

The initial estimated total project Capital Cost of approximately \$116M remains as the basis of the current DCB. However, due to additional information regarding archeological / indigenous peoples' impacts within the corridor study area, the overall project Capital Cost is estimated at approximately \$150M. The EA process will confirm the transportation system need, preliminary design, and refined construction cost estimates that can be incorporated into AMO and ROMA presentations and briefings with the Minister of Transportation Ontario.

As mentioned in the key facts section of the report, \$2.5M is currently available of prior approved Capital Budget to undertake a detailed EA for the Niagara Escarpment Crossing Project.

The implementation of identified TMP strategies/projects and the associated EA approval process, public and stakeholder consultation, property acquisition, and financial planning associated with major transportation infrastructure programs can take

upwards of ten years prior to implementation. Therefore, Niagara Region has initiated a work plan with prior approved budgets to start the planning and approval process in Q3 2020 to meet the following objectives:

- Provide the transportation services to address the forecast increase in population and employment by 2041;
- Confirm and protect transportation corridor location;
- Refined Capital Costs for financial planning of Capital Budgets and Development Charges;
- Implementing Council Strategic Priority – Facilitating the Movement of People and Goods;
- Complementing Economic Development Strategies that require efficient transportation infrastructure for Trade, Employment, and Tourist initiatives; and,
- Developing partnerships with Federal and Provincial Agencies for planning, funding, and constructing major transportation infrastructure.

Limiting or deferring approved work plan related to the Niagara Escarpment Crossing impacts delivery of Council Strategic Priorities, Economic Development Strategies, and Funding Strategies.

Currently, the estimated construction costs associated with completing the Niagara Escarpment Crossing project are not included in the Niagara Region 9-year capital forecast, as completion of the project is dependent on external funding support from Federal and Provincial programs.

Analysis

The Transportation Master Plan included substantial public consultation to establish a strategic vision for Niagara Region transportation including:

- Integrating transportation and land use;
- Maintain and improve the efficiency of the goods movement network;
- Develop a realistic and innovative blueprint for implementation; and
- Support economic development.

Along with forecasted population and employment growth of 36% and 31% respectively, travel by motorized vehicles is anticipated to grow by 55%, reaching more than 10 million vehicle-km daily in 2041. Future growth and increasing demands to move people

and goods within and through the region will intensify the need for a safe, connected and sustainable road network. Strategies and initiatives to influence how, how much, when, where, and why people travel and technologies to maximize the capacity of the existing transportation system work hand-in-hand with proposed capacity improvements.

A number of transportation system constraints exist along the major Provincial and Regional corridors that traverse Niagara, and at key locations, such as the crossings of the Niagara Escarpment and Welland Canal. Therefore, a program of strategic network capacity improvements is required to meet the needs of Niagara Region residents and businesses. The recommended TMP 2041 Road Network identified the Niagara Escarpment Crossing as a critical transportation corridor providing new transportation system capacity within Niagara Region.

The following discussion provides an overview of existing issues, planning and supporting studies related to a new Niagara Escarpment Crossing transportation corridor.

- Existing Regional Road crossings of the Niagara Escarpment in west Niagara Region include:
 - RR12 – Mountain Road - Grimsby
 - RR18 – Mountain Street – Beamsville
 - RR24 – Victoria Avenue – Vineland
- Truck volumes, driver behaviour and travel routes across the Niagara Escarpment have resulted in safety and operational concerns raised by the public and Municipal Councils.
- In response to the safety and operation concerns, Niagara Region has undertaken and been a participant of the following planning studies related to a new Niagara Escarpment Crossing transportation corridor:
 - 1997 – Niagara Crossing Study
 - Park Road Corridor noted as preferred route for new Niagara Escarpment Crossing
 - 2011 – 2016 Niagara Crossing Environmental Assessment Study

- Recommended Extension of Bartlett Avenue / Park Road Corridor to Mud Street
- 2017 – Niagara Region Transportation Master Plan
 - Reaffirmed the need for a new Niagara Escarpment Crossing
- 2019 - Niagara Escarpment Crossings Traffic Operations and Safety Study
 - Long-term recommendation for a new Niagara Escarpment Crossing
- 2019 – Town of Lincoln Transportation Master Plan
 - Long-term recommendation for a Niagara Escarpment Crossing (Park Rd. – Bartlett Avenue-QEW)
- 2020 – Greater Horseshoe Transportation Study (ongoing)
 - Assessing the need for additional transportation infrastructure in Niagara Region to accommodate movement of people and goods. Niagara Region staff, as part of study consultation phase, has provided the Ministry of Transportation with TMP 2041 network recommendations including the Niagara Escarpment Crossing transportation corridor.
- The assessment of opportunities to improve the existing safety and operational concerns and future needs of efficient movement of people and goods have identified the need for a new Niagara Escarpment Crossing transportation corridor.
 - The 2016 Niagara Crossing Environmental Assessment Study confirmed the need and corridor limits that would be included in undertaking the next phase of the Environmental Assessment process.
 - The 2017 TMP incorporated the proposed Park Road Corridor as the location of the new Niagara Escarpment Crossing.
 - The 2019 Niagara Escarpment Crossings Traffic Operations and Safety Study identified the long-term requirement for a new Niagara Escarpment Crossing
- In 2018, Transportation Services retained the services of an Environmental Assessment consultant to provide guidance related to alternate EA processes related to planning the new Niagara Escarpment Crossing. This review identified the advantages, disadvantage and risks of applying the Municipal Class EA and Individual EA processes. A summary of this review follows:

- The Municipal Class EA is the most appropriate EA process for planning projects that deal with reconstruction or widening of existing linear paved facilities not used for the same purpose / road capacity and construction of new roadways that do not have potentially large environmental impacts and/or high potential for stakeholder concerns. The Municipal Class EA process allows public and stakeholders the opportunity to submit a Part II Order to MECP regarding the EA process undertaken. The Part II Order process requires mediation of issues prior to MECP approval that can be time consuming with significant costs.
- The Individual EA (IEA) process is the most appropriate process for projects that have a potentially large environmental impact, potential for significant property acquisition and Stakeholder concerns. The Individual EA process goes through a formal government review and approval process that includes MECP approval for the Study Terms of Reference. The MECP approved Study Terms of Reference may have specific conditions and monitoring requirements that will be included during the detailed design and construction phases. The IEA follows a formal government review process, and does not provide for a Part II Order process.
- In 2018, Regional Staff met with Ministry of Environment, Conservation and Parks (MECP) to discuss alternate EA processes to address the complexities of planning for a Niagara Escarpment Crossing. MECP staff indicated that both EA processes could be applied to the Niagara Escarpment Crossing project. However, the IEA process is the best process for projects like the Niagara Escarpment Crossing that have potentially large environmental impact, property acquisition and high potential for stakeholder concerns.

Alternatives Reviewed

Do-Nothing

- This alternative does not meet the objectives of the Transportation Master Plan or the 2019-2022 Council Strategy Implementation Plan.

Defer the Environmental Assessment Process

- Impacts of deferring the Environmental Assessment Process include:
 - Risk of no Funding Partnerships / Programs
 - Increased Costs - Public and Municipality Community / Land Use / Property

- Restricted Financial Planning - Capital Works Budgeting / Development Charges
- Limiting Goods Movement Strategies / Economic Development Programs
- Not meeting Council Strategic Priority – Responsible Growth and Infrastructure Planning
 - Facilitating the Movement of People and Goods

Proceed with Environmental Process

- Benefits of proceeding with Environmental Assessment Process include addressing concerns for:
 - Improved safety for residential areas and downtowns
 - Improved transportation system redundancy
 - Alternate transportation route access to International Border Crossing
 - Connecting Smithville to Grimsby GO Station and QEW corridor
 - Improved efficiency of Commercial Vehicle logistics
 - Enhanced Financial Planning - Capital Budget and Development Charges

Relationship to Council Strategic Priorities

The implementation of the Niagara Escarpment Crossing corridor will provide efficient movement of people and goods within the Niagara Region transportation system that has redundancy and is resilient to future needs.

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

- Facilitating Movement of People and Goods

Other Pertinent Reports

TSC-C 3-2017, May 30, 2017, Niagara Region Transportation Master Plan

PW 27-2016, May 10, 2016, Niagara Escarpment Crossing Transportation Study

Prepared by:

Jack Thompson
Transportation Strategic Projects Lead
Public Works Department

Recommended by:

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

Recommended and Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with: Carolyn Ryall, Director Transportation Services; Jordan Frost, Manager Transportation Planning; Brian McMahon, Program Financial Specialist; and Dan Ane, Manager, Program Financial Support.

Appendices

Appendix 1 Niagara Escarpment Crossings Traffic Operations and Safety Study

Niagara Escarpment Crossings Traffic Operations and Safety Study

Final Report
TPB186103

Prepared for:

Niagara Region

1815 Sir Isaac Brock Way, Thorold, ON

2/19/2019

2/19/2019

Ms. Carolyn Ryall
Director, Transportation Engineering
Niagara Region
1815 Sir Isaac Brock Way
Thorold, Ontario
L2V 4T7

Dear Ms. Ryall,

Thank you for the opportunity to undertake this study. We understand that the crossings of the Niagara Escarpment in the Niagara Region are a requirement for access for residents and business. Residents expect these crossings to be available but also be safe for use by all road users. The businesses in the Niagara Region rely on these crossings for local deliveries and access to longer distance markets. The balance for quality of life for residents and economic viability for the businesses is a delicate balance when examining these Escarpment crossings.

Longer term we appreciate that the Region has been pursuing several new infrastructure initiatives including the NGHTA Corridor with the Ministry of Transportation Ontario, the Niagara Trade Corridor with the Federal Government, and a new escarpment crossing within the Niagara Region that provides access for goods to a provincial freeway facility. All of these initiatives have been discussed and studied for many years, yet no real infrastructure changes have occurred despite a common understanding that some or all of these longer-term initiatives are required.

In the interim, the Region continues to have operational concerns raised regarding these escarpment crossings. Many operational improvements have been considered and implemented in an attempt to address these concerns. However, the majority of these operational improvements have been perceived to only have limited impact and a more fulsome evaluation of potential interim solutions is required. This study was undertaken to evaluate the impacts of previous operational improvements implemented and an evaluation of more extensive policy and operational improvements for implementation.

Sincerely,

**Wood Environment & Infrastructure Solutions
a Division of Wood Canada Limited**



Lachlan Fraser, MPIA
Transportation Planner

Reviewed by:



John McGill, P.Eng., PTOE, RSP
Principal, Transportation Planning

MK/JMCG/LF



Niagara Escarpment Crossings Traffic Operations and Safety Study

Final Report
TPB186103

Prepared for:

Niagara Region
1815 Sir Isaac Brock Way, Thorold, ON

Prepared by:

Wood Environment & Infrastructure Solutions
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2/19/2019

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Executive Summary

Niagara Region has been actively increasing its traffic operations and controls across the Niagara Escarpment while developing strategies to improve the roadway designs for the north-south crossings. In an effort to ensure these strategies were supportable by evidence-based studies, Niagara Region undertook this Niagara Escarpment Crossings Traffic Operations and Safety Study.

The study area included four (4) of the key escarpment crossings in the west end of the Niagara Region including:

- Victoria Avenue (RR 24) between King Street (RR 81) and Fly Road;
- Mountain Street (RR 18) – Lincoln;
- Mountain Road (RR 12) – Grimsby; and
- Main Street-King Street – Grimsby.

There have been many concerns raised regarding the real and perceived safety of these escarpment crossings and of particular concern is the operations of trucks and goods movement across the escarpment. To ensure that there is a clear understanding of the existing traffic operations on the study area roadways, a significant amount of data was collected including a review of previously assembled data from sources such as the Niagara Escarpment Crossing Master Plan (2013) and from the Niagara Region's traffic databases. Additional field work was conducted for this study that updated traffic counts with and without schools in operation, video records of traffic operations across the study area crossings, and a limited number of consultation meetings with the local municipal staff.

Improvement plans were developed based on the study's assembled data and were sorted into five (5) separate categories:

- Operational and Design;
- Education;
- Network and Policy;
- Emerging Technologies; and
- Other Considerations.

These improvement plan options were evaluated based on several criteria and the resulting recommendations were once more sorted according to the appropriate time frame for implementation:

- Short Term Improvements
 - Consistent signs and markings on all crossings;
 - Implement traffic calming where appropriate;
 - Improved truck warning signage;
 - Lower speed limits;
 - Identify a preferred truck route;
 - Increased enforcement, either police presence or electronic enforcement;
 - Complete streets designs consistent with Niagara Region policies;
 - Continue to collaborate with local municipalities.

- Medium Term Improvements
 - Finalize the new escarpment study EA;
 - Create a Goods Movement Committee or Council;
 - Introduce minor design improvements on crossings; and
 - Develop a Niagara Region policy on electronic enforcement strategies such as red light cameras and speed enforcement.
- Long Term Improvements
 - Continue to pursue a Trade Corridor between Niagara Region and the City of Hamilton across the top of the Niagara Escarpment;
 - Strategic acquisitions of property at key locations such as the south-west quadrant of Mountain Street (RR 18)/King Street (RR 81) to facilitate the safer movement of heavy vehicles.

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1.0 Introduction

Wood has been retained on behalf of Niagara Region for the provision of consulting services to complete an Escarpment Traffic Operations and Safety Study that focusses on the movement of goods across the escarpment to ensure that these goods movements are being carried out in a safely and in a manner that is consistent with the expectations of the surrounding communities. There have been several previous studies undertaken that examine the movement of goods across the escarpment and this study is not intended to replicate those studies, but rather build upon their findings and recommendations.

1.1 Study Area

The study area includes four specific locations/roads that either cross the escarpment or abut the escarpment. Each of the study locations should be considered unique in terms of their surroundings and geometry. However, they are all subject to a similar problem in that heavy vehicles frequently use these locations to cross the escarpment, either as a point of origin or destination. Given the shared problem, each location is not necessarily independent of the other locations, and any solutions proposed to solve a problem at one location may have a flow on effect at one, or more, of the other locations. The four locations to be investigated in this study include:

- Victoria Avenue (RR 24) between King St. (RR 81) and Fly Rd.
- Mountain Street (RR 18) (Beamsville)
- Mountain Road (RR 12) (Grimsby)
- Main/King St. (RR 81) (Grimsby-Vineland)

The locations are described in detail below.

1.1.1 Victoria Avenue (RR 24) between King St. (RR 81) and Fly Rd.

Victoria Avenue (RR24) connects the QEW in the north, and Chambers Corners in the south where it intersects Highway 3. Victoria Avenue is a four-lane road and transitions to two lane road south of Fly Road. The intersection of Fly Road and Victoria Avenue adjoins an aggregate quarry with an entrance and exit on both Fly Road and Victoria Avenue. The abutting land uses are primarily residential or commercial throughout. It has a posted speed limit of 50km/hr within the study area.

1.1.2 Mountain Street (RR 18) (Beamsville)

Mountain Street (RR18) between King St. (RR81) and Fly Rd. (RR73) connects Beamsville with Lincoln on the escarpment and provides a relatively direct route for vehicles travelling along the escarpment to access the QEW to the north.

Mountain St. is primarily a two-lane road and features steep grades, a variety of land uses including residential, educational, and places of worship, and also provides some active transportation facilities (sidewalks/on road cycle lanes). It has a posted speed limit of 50km/hr within the study area.

1.1.3 Mountain Road (RR 12) (Grimsby)

Mountain Road (RR12) connects Fly Rd. (RR73) to Elm St. and Main St. (RR81) in Grimsby. It is a two-lane road that cuts into the escarpment and follows a curved route along the escarpment rather than the other typically linear escarpment crossings. There are far fewer access points to any development along this section of Mountain Road given the steep grade and obvious associated constraints. It has a posted speed limit of 50km/hr within the study area.

1.1.4 Main St. / King St. (RR 81) (Grimsby-Vineland)

Main Street East / King Street (RR81) links Vineland with Grimsby and continues further west to Hamilton (Hwy. 8). It is primarily a two-lane road with occasional centre turning lanes to assist traffic movement. Main/King St. runs along the bottom of the escarpment and is a significant east-west connection for residents and heavy vehicles in the local area. It has a posted speed limit of 50km/hr within the study area.

1.2 Background

The escarpment crossings in Niagara Region serve several purposes and provides access across the escarpment for many road users such as passenger vehicles, trucks, pedestrians and cyclists. It is not uncommon to see children using the road right of way on sidewalks that are directly adjacent to the roadway that accommodates gravel trucks. This mix of uses, combined with the extreme gradients that these roads have to accommodate result in many complaints and concerns. These include:

- Volume of trucks
- Type of trucks
- Vehicle speeds
- Noise, vibration and air quality impacts
- Road geometry
- Intersection operations
- Signage, markings, and traffic control operations.

Figure 1 below illustrates where the key areas of concern are located.



Figure 1: Focus Areas and Relevant Concerns

As such, a wide ranging and high-level analysis of the study area is required to better understand the factors that contribute to the problems as either a whole, or as individual components.

1.3 Trucking

Since the focus of this study is to examine the operations of trucks across the escarpment, it is important to recognize that trucking is a key economic contributor to the Niagara Region. The Regional Roads are presently available to all truck types throughout the year. There are presently no truck restrictions and as a result, there are many differing types of trucks that can be observed using these Regional Roads, including:

- Dump Trucks
- Cement Trucks
- Tractor-Trailers
- Dump Trucks with pups

These trucks carry goods that include: gravel from the nearby gravel pits, farm products, office supplies, and general commercial products. Trucks also return from making deliveries and these 'empty-load' trucks present additional challenges. An illustration of vehicles from Geometric Design Guide for Canadian Roads by Transport Association of Canada (TAC)-June 2017 is provided below for better understanding.

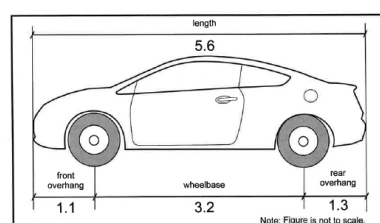


Figure 2.4.1: Passenger Car (P) Dimension

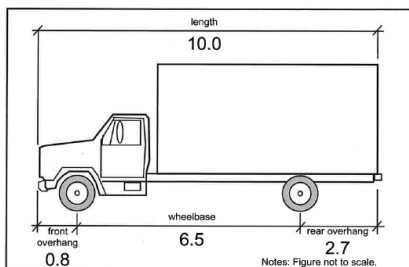
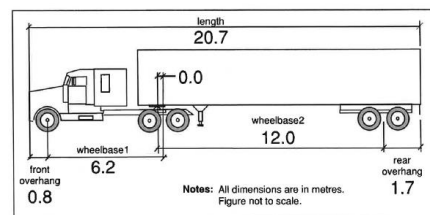


Figure 2.4.3: Medium Single-Unit (MSU) Truck Dimension



Note: Fifth wheel offset set to zero to yield the maximum swept path in a turn.

Figure 2.4.5: WB-19 Tractor-Semitrailer Dimensions

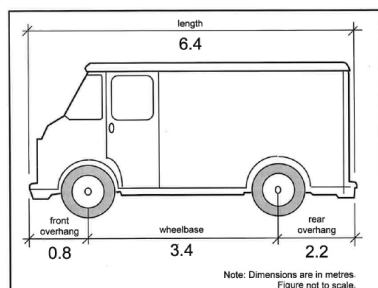


Figure 2.4.2: Light Single Unit (LSU) Truck Dimension

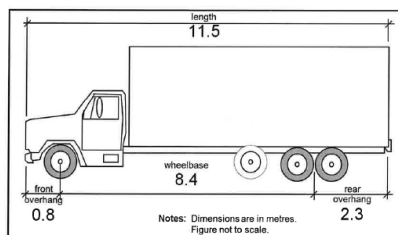
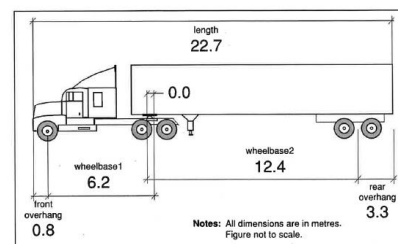


Figure 2.4.4: Heavy Single-Unit (HSU) Truck Dimensions



Note: Fifth wheel offset set to zero to yield the maximum swept path in a turn.

Figure 2.4.6: WB-20 Tractor-Semitrailer Dimensions

Figure 2: Design Vehicles and Related Dimensions

2.0 Data Assembly

There have been a number of previous traffic operations studies conducted in the Grimsby-Lincoln-Vineland area, which includes the current study area. These historical studies have created an adequate baseline to assist future studies with respect to data collection and recommended improvements. A summary of the most recent/significant studies can be found below.

2.1 Niagara Escarpment Crossing Study – Transportation Study Report – Hatch Mott MacDonald & Paradigm (2013)

The report prepared by Hatch Mott Macdonald (HMM) was commissioned to consider the need for a new or improved truck crossing of the escarpment and utilizes a variety of data collection methods to help assist their understanding and knowledge of the area. The data collected includes base traffic, topographical, environmental, and planning data, supplemented by traffic counts and roadside surveys.

The results of the traffic data and modelling analysis indicate that since 1997, truck volumes have increased on some routes and decreased on others. The main north – south crossings of the escarpment that carry significant truck volumes are Victoria Avenue (RR24) in Vineland, Mountain Road (RR12) in Grimsby and Mountain Street (RR18) in Beamsville.

Furthermore, approximately 48% of truck drivers indicated that they would not change their route, even if a new or improved route was provided. The study concluded that if a new or improved crossing suitable for trucks was provided there would still be a significant number of trucks using the existing crossings.

The study also found that all of the existing crossings have geometric features that make them unsuitable for use as truck routes. Steep grades were found to be the main constraining factor for truck movement. In addition, all of the routes have incompatibilities for continued movement of trucks such as the intrusion of trucks into residential areas and into areas of high pedestrian or cyclist activity.

Based on these findings and conclusions, the Project Team formulated the following Problem Statement to update the one contained in the 1997 study:

Significant local and through truck volumes are travelling on steep grades through communities, mixing with pedestrian and cyclist traffic, or passing incompatible land uses.

It was concluded that the preferred solution is to provide improved traffic management for truck movements using the existing crossings in the short term; and consideration of a new crossing in the longer term as a way of redirecting some of the truck traffic away from the urban areas. If impact from a new crossing is found to be unacceptable, further consideration can be given to improving the Park Road – Bartlett Avenue corridor to accommodate trucks. On the basis of these findings, it was recommended to Regional Council that since a single solution was not apparent and that a combination of solutions that involved both new and improved existing crossings, as well as improved traffic management would be required, a Master Plan approach be adopted to complete the study.

2.2 Niagara Commercial Vehicle Survey – Traffic Count & Vehicle Classification Summary – IBI Group (2013)

The report prepared by IBI Group was conducted as part of the Ontario Commercial Vehicle Survey (CVS) to serve as a supplemental document that will assist Niagara Region in understanding commercial vehicle movements within the Niagara area. IBI collected data at nine separate locations within Niagara Region, as seen below in Figure 2.

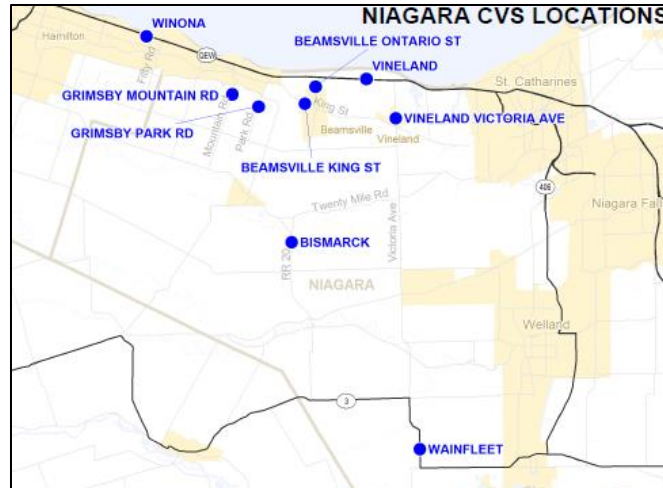


Figure 3: Niagara CVS Locations - IBI Group

Three-hour manual counts were conducted during the ATR classification count period. These manual counts provide very valuable information about the mix of large passenger vehicles – RVs and automobiles/light trucks with trailers – in the traffic mix, vehicles that any type of ATR equipment has difficulty distinguishing from commercial vehicles. A comparison between manual count data and corresponding ATR count data was used to inform the process of categorizing original vehicle classifications from the raw data into standard groupings for analysis: passenger vehicles, single-unit trucks, and multi-unit trucks.

The final traffic profiles generally show balanced passenger vehicle volumes by direction at each location, but some imbalance of truck volumes, which may be due to trucks diverting around the Victoria truck inspection station, which intercepts westbound trucks on the QEW. The QEW sites were found to still carry far more vehicles of all types than any of the other locations combined.

3.0 Data Collection and Field Observations

Following the summary of available material, it has been identified that there are gaps in the necessary components of data that are required to provide a complete and comprehensive assessment of the traffic operations and safety study. As a result, the following required data and associated data collection programs are outlined below.

Required Data	Data Collection Process
Turning Movement Counts at key intersections	Niagara Region provided most recent data
Volume and Speed Profiles at key locations	Engage traffic data collection specialist
Up to date video and photo materials	Engage Videographer to conduct field visits
Complaints Register	Request from Niagara Region
Crash/Collision information within the study area	Request from Niagara Region
Road Improvement & Construction Plans	Request from Niagara Region
Recent significant development applications	Request from Niagara Region

3.1 Turning Movement Counts

Turning movement counts were provided for the following intersections:

- King St. (RR81) and Ontario St. (RR18), Beamsville;
- King St. (RR81) and Mountain St. (RR18), Beamsville; and
- Victoria Ave. (RR24) and King St. (RR81), Vineland.

The provided data was collected at different intervals (Beamsville – Oct. 2016, Vineland – June 2017) and breaks down the intersection movements by both direction and classification (bike/car/truck). This information assists in verifying vehicle volumes and can provide some low-level indication of preferred trucking routes.

3.2 Volume and Speed Profiles

Volume and speed profiles were provided for the following locations:

- Main St. (RR81) west of Park Rd. South, Grimsby;
- Mountain Rd. (RR12) north of Ridge Rd., Grimsby;
- Mountain St. (RR18) south of Hillside Dr., Beamsville; and
- Victoria Ave. (RR24) north of Moyer Rd., Vineland.

The data was collected from August 1st, 2018 till August 8th, 2018 and breaks down the profile by direction, volume, vehicle length, and speed. Heavy vehicles are defined as vehicles 8.0m in length or over. Further analysis was completed by Niagara Region to provide the average speed of each vehicle classification at each of the above locations, as the initial data sorted vehicles separately by either speed or by classification, rather than by both.

3.3 Video and Photographic Observations

The videographer was requested to complete the following tasks:

- Video imagery for RR12, RR18, and RR24 in both directions, preferably following heavy vehicles;
- Aerial footage of three intersections of RR81 with RR12, RR18, and RR24;
- Aerial footage of RR12, RR18, and RR24.

This assists in providing a more thorough understanding of the challenges and problems in the area and may highlight some points of concern previously unknown to the Region staff or the project team. It also contributes towards a developing database of evidence regarding truck driver behaviour.

3.4 Complaints Register

The Region had initially indicated a register of the complaints received by local residents and/or business in the area could be made available, but only verbal information was shared in order to identify potential problem spots within the study area.

3.5 Collision Reports

Crash/collision records were requested for the following locations within the study area:

- Victoria Avenue (RR24);
- Mountain Street (RR18);
- Mountain Road (RR12);
- King Street (RR81);
- Ontario Street (RR18); and
- Fly Road (RR73).

The collision reports were provided for the past five years within the study area.

3.6 Road Improvement and Construction Plan

A list of the planned road improvements and construction dates that were scheduled for the short term was provided to assist in coordinating the traffic data collection program. This ensured that the collected data is unimpeded by any potential construction impacts on travel demand or travel patterns.

3.7 Review of Recent Significant Development Applications

The Region provided basic information for any development applications that met the below criteria:

1. Applications that are:
 - a) Plans of subdivision/condominium; or
 - b) Buildings greater than three storeys; or
 - c) Commercial buildings larger than 100,000sqft; and
 - d) Have been approved/constructed over the last 18 months in Beamsville or Grimsby.
2. Any other major buildings that recently completed construction over the past six months that could have increased heavy vehicle traffic in the area;
3. Recent or planned gravel pit expansions or significant farming expansions along the escarpment.

4.0 Traffic Operations and Safety Findings

The collected data provided insight into a variety of the problems to be addressed as part of this study. This section will discuss the collected data as it relates to each of the issues presented earlier in this report (Section 1.2).

4.1 Trucking – Volume, Behaviour, and Travel Routes

Truck volumes, behaviour, and the routes they take to traverse the escarpment have been the source of a number of complaints and are the primary focus of this study. To better understand current trucking volumes and the routes they take, the traffic data collected in September of 2018 was assessed in conjunction with the Origin-Destination survey conducted in 2013, and previous traffic volume data also collected in 2013. Trucking behaviour was primarily observed through video and photo evidence.

4.1.1 Volume

As seen in Table 1 below, a comparison of traffic volumes from 2013 to 2018 reveals a number of useful statistics. Most notably, that RR12 and RR24 carry the bulk of heavy vehicle trips both up and down the escarpment, whilst RR18 is currently only used for approximately 15% of all heavy vehicle trips within the study area.

Table 1: Weekly Traffic Volume Comparison (2013 vs. 2018)

Location	Direction	2013		2018		% Change		
		Passenger Vehicles	Heavy Vehicles	Passenger Vehicles	Heavy Vehicles	Passenger Vehicles	Heavy Vehicles	Total
Mountain Road (RR12)	NB	25766	1453	22861	1673	-11.27%	15.14%	-9.86%
	SB	26234	1185	23827	2210	-9.18%	86.50%	-5.04%
Mountain Street (RR18)	NB	12995	1135	13243	647	1.91%	-43.00%	-1.70%
	SB	13482	781	12626	825	-6.35%	5.63%	-5.69%
Victoria Avenue (RR24)	NB	29197	2209	32644	2099	11.81%	-4.98%	10.63%
	SB	28589	2885	30921	1994	8.16%	-30.88%	4.58%

Furthermore, heavy vehicle trips at each location within the study area make up, on average, 6.37% of total trips in each direction, well within acceptable limits (approx. 10%) for Regional Roads. This would indicate that the mixture of heavy vehicles as a total percentage of all vehicle trips is not unusually high, particularly on RR18, where heavy vehicles make up 4.7-6.1% of all vehicle trips.

In addition, the ability to compare the data from 2018 with the previously collected data in 2013 further reveals a change in the distribution of heavy vehicle trips across the observed locations within the study area. Whilst the number of heavy vehicle trips are down on RR24 (both in actual volume and as a percentage of all trips), RR12 has seen a significant increase in south-bound heavy vehicle trips. RR18 has also seen a significant drop in north-bound heavy vehicle trips during this time period.

Finally, when reviewing past development applications and combining this with a comparison of historical and current aerial imagery, it is not significantly apparent that local development projects have contributed to heavy vehicle trip generation. Although it should be noted, there are currently two projects

along the RR18 corridor in Beamsville that are likely to produce some heavy vehicle trips now and in the near future. It is noted that the heavy vehicle trips are within the acceptable limits for the area, mostly located on RR12 and RR24, and have increased on RR12 whilst declined on RR18.

4.1.2 Behaviour

Truck driver behaviour has been cited as a disruptive and dangerous presence in the received complaints. It is often difficult to build a complete picture of truck driver behaviour as the observation period is a limited window, and may not provide a comprehensive representation of each individual truck that travels through the study area. It should be noted however, that this does not indicate that unobserved trucks behave poorly or otherwise.

Truck behaviour was observed using footage provided by a third-party videographer. Generally, truck behaviour was observed to be appropriate and there were little-to-no instances where truck drivers behaved in a manner that endangered nearby vehicles, cyclists, or pedestrians. It is clear however, that given the constraints in road geometry, interactions between cyclists, pedestrians, and trucks are likely to occur and be perceived as dangerous or uncomfortable (see Figure 3 below). Truck driving behaviour also includes speed of the vehicle, and is discussed in Section 4.2 below.



Figure 4: Collage of Perceived Danger

In the collage above, the oversize load vehicle is stopped on the shoulder as it waits for a break in oncoming traffic to make a left hand turn into a construction site. Each of the other images have been included to help build a picture as to why heavy vehicles may be perceived as a problem in the study area. They are often travelling along constrained routes near to pedestrians or cyclists, or may be significantly oversized and this may be perceived as a danger or threat to other vehicles or pedestrians. Ultimately the observed heavy vehicles did not indicate any pattern of poor behaviour.

4.1.3 Travel Routes

As identified in Section 4.1.1 above, it has been observed that heavy vehicle trips along the escarpment are within the expected levels for a Regional Road and are distributed mostly on RR12 and RR24. However, individual turning movement counts conducted in 2016 were provided by Niagara Region to further assist the assessment of heavy vehicle movements.

Turning movement counts (8hr period) at the intersections of Victoria Avenue (RR24) and King Street (RR81), Ontario Street (RR18) and King Street (RR81), and at Mountain Street (RR18) and King Street (RR81), provide a small sample size to superficially review the travel routes of heavy vehicles as they reach the bottom of the escarpment.

The data provided by the Region has been summarized and is shown in the below graphic (Figure 4). A few conclusions can be drawn from the full dataset, which was collected in October 2016 and June 2017. Firstly, heavy vehicles using Victoria Avenue to traverse the escarpment typically remain on Victoria Avenue when they reach the intersection at King Street, 64% of north-bound trips continue along Victoria Avenue, and 82% of south-bound trips also stay on Victoria Avenue. Secondly, heavy vehicles tend to turn/continue west when arriving at the intersection of King Street and Mountain Street (RR18), and those trucks coming from the west, tend to favour turning south and heading up the escarpment. Finally, heavy vehicles at the intersection of Ontario Street and King Street also favour turning/continuing east-bound on King Street, whilst Ontario Street is the preferred route of choice (marginally) for heavy vehicles coming from the east.

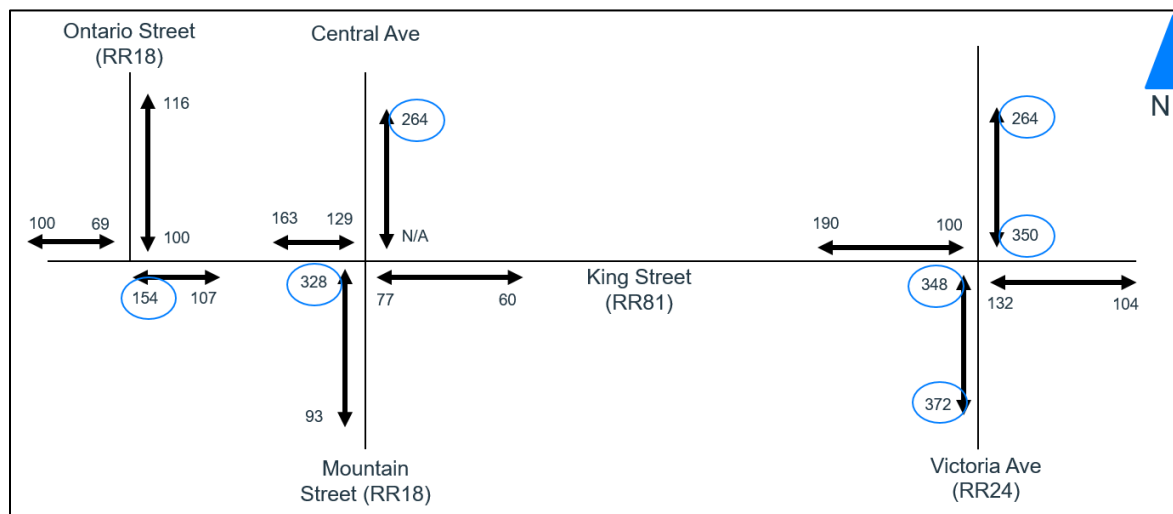


Figure 5: 8 Hour Movement Counts (In-Out) for Heavy Vehicles

When viewed as a whole, the turning movement counts indicate that the Mountain Street-to-Ontario Street is the favoured route for heavy vehicles using RR18, and that Victoria Avenue attracts and retains heavy vehicle trips. In addition to the turning movement counts, the previously completed studies conducted origin-destination surveys as part of their data collection program, and these were reviewed to provide further insight into heavy vehicle travel patterns within the study area.

A survey station was located on Mountain Road (RR12) and of the 518 heavy vehicles surveyed, most of the trips through this station originated in West Lincoln (137 trips), Hamilton-Wentworth Regional Municipality (94 trips), and Grimsby (58 trips). St. Catharines, Port Colborne and the GTA also contributed a combined 78 trip origins. The most common destinations for heavy vehicles at this station were for Grimsby (123 trips) followed by Hamilton-Wentworth Regional Municipality (114 trips) and West Lincoln (106 trips). Halton Region and Peel Region attracted another combined 69 heavy vehicle trip destinations.

Mountain Street (RR18) also featured a survey station, and most of the 261 total heavy vehicle trips surveyed originated in Lincoln (94 trips), West Lincoln (36 trips), and Hamilton-Wentworth Regional Municipality (24 trips). With respect to destinations, the highest number of trips were destined for Lincoln (92 trips), St. Catharines (35 trips) and West Lincoln (19 trips).

Victoria Avenue (RR24) was an additional location surveyed, and of the 798 total heavy vehicle trips, most trips originated in Lincoln (114 trips), Hamilton-Wentworth Regional Municipality (87 trips), and St. Catharines (73 trips). Whilst the highest number of trips were destined for Lincoln (177 trips), Hamilton-Wentworth Regional Municipality (81 trips) and St. Catharines (75 trips).

These stations were part of a wider network of survey stations that further extrapolates the patterns seen at the above-mentioned stations. Heavy vehicle trips from Grimsby, Lincoln, West Lincoln, and Hamilton-Wentworth Region account for around 43% of all origin locations, and just over 50% of all destination locations, making the four locations a significant source and attraction of heavy vehicle trips within the same area.

Furthermore, the significance of local heavy vehicle trips is established when looking at heavy vehicle trip distribution between these four locations. Table 2 below details the percentage breakdown of trips between the four locations, and shows that of all the origin trips from each location, around 60% of heavy vehicle trips from each origin point are destined for one of the four locations (including same origin-destination trips).

Table 2: Percentage of Origin Trip Distribution

Origins	Total Origin Trips	Destinations				Total
		Grimsby	Lincoln	West Lincoln	Hamilton Region	
Grimsby	157	31.85%	8.92%	22.29%	1.27%	64.33%
Lincoln	312	9.29%	37.18%	10.26%	6.73%	63.46%
West Lincoln	390	10.51%	13.33%	22.82%	12.82%	59.49%
Hamilton Region	347	4.90%	10.37%	17.00%	27.67%	59.94%

To confirm the implications of local heavy vehicle trips, Table 3 below details the breakdown of how significant the local trips are, when viewed as a percentage of all trips finishing at each location.

Table 3: Percentage of Local Trips to Each Destination

Destinations	Total Destination Trips	Origins				Total
		Grimsby	Lincoln	West Lincoln	Hamilton Region	
Grimsby	227	22.03%	12.78%	18.06%	7.49%	60.35%
Lincoln	400	3.50%	29.00%	13.00%	9.00%	54.50%
West Lincoln	417	8.39%	7.67%	21.34%	14.15%	51.56%
Hamilton Region	340	0.59%	6.18%	14.71%	28.24%	49.71%

A significant portion of heavy vehicles trips are made between the four key locations within/around the study area, and further still with regards to same Origin-Destination trips.

4.2 Vehicle Speeds

To ensure future decisions related to this study can be based on the most complete information available, speed data was collected to ensure that this component and the potential impact it may or may not have on the various complaints received can be better understood.

Speed profiles were collected as described in Section 3.2, and the raw data is presented below in Table 4, and the summarized data in Table 5. Each of the locations are subject to a posted speed limit of 50km/hr.

Table 4: Location Speed Profiles

Location	Direction	Vehicles per Speed Bracket (km/hr)										
		0-49	50-54	55-59	60-64	65-69	70-74	75-79	80-84	85-89	90-94	95-99
Mountain Road (RR12)	NB	17074	6007	1148	224	53	17	7	4	0	0	0
	SB	25447	491	64	18	6	5	3	3	0	0	0
Mountain Street (RR18)	NB	1436	3021	3142	2827	1834	930	432	185	83	0	0
	SB	1289	2885	2732	2845	1859	992	463	255	131	0	0
Victoria Avenue (RR24)	NB	4842	8227	7544	5744	4168	2225	1120	461	239	90	83
	SB	3357	4748	7605	7617	5334	2607	974	406	155	63	49
Main Street E (RR81)	EB	6908	13539	10306	6747	2839	1204	555	219	125	0	0
	WB	5362	10660	9824	6798	3522	1212	442	157	73	0	0

Table 5: Summarized Speed Profiles

Speed	Direction	% Exceeding Speed			
		Under	<10km/hr	10-20km/hr	>20km/hr
Mountain Road (RR12)	NB	69.59%	29.16%	1.20%	0.114%
	SB	97.73%	2.13%	0.11%	0.042%
Mountain Street (RR18)	NB	10.34%	44.37%	40.25%	11.735%
	SB	9.58%	41.76%	42.35%	13.687%
Victoria Avenue (RR24)	NB	13.94%	45.39%	34.93%	12.141%
	SB	10.20%	37.53%	47.27%	12.924%
Main Street E (RR81)	EB	16.28%	56.18%	25.42%	4.955%
	WB	14.09%	53.83%	30.31%	4.951%

The summarized data was grouped into four categories to assist in the review of data. These categories represent a variety of different 'mindsets' when it comes to speeding, as many individuals have varying levels of respect for a strict speed limit. Some people strictly adhere to them, others are comfortable with exceeding the limit marginally (less than 10km/hr over), whilst there are some individuals who are either unaware of the speed limit or disregard the limit and travel 10-20km/hr over or in excess of 20km/hr over the limit. By separating the data into these categories, decision makers can see the wider picture of the clearly evident, and significant, problem with speeding at the above locations (other than Mountain Road RR12).

The recorded speed profiles at both Mountain Road (RR12) and Victoria Avenue (RR24) are somewhat expected, given the geometry of each road (explored below in Section 4.3), as Mountain Road is a tight, two-lane, curved/windy road, and is not conducive to high speeds, whilst Victoria Avenue is a wide, four-lane, straight road, and is much more favourable for travelling at higher speeds.

In contrast, the speed profile collected for Mountain Street (RR18) is not what would typically be expected of a two-lane road in this area. Although this escarpment crossing is a common travel route for many vehicles, it is apparent that the posted speed limit is almost completely ignored (approx. 10% of all trips on RR18 are under the posted limit).

In addition, the excessive speeding recorded on Victoria Avenue is also of particular concern. Over the one-week data collection period, there were 285 instances of vehicles travelling more than 40km/hr over the posted speed limit. It would be expected or presumed that these particular cases would occur during the night, however there is still a reasonable portion that occur during the day (7AM-6PM).

Furthermore, the speed profiles recorded at Main Street East (RR81) in Grimsby indicate that although there are 53-56% of trips falling in the range of 50-60km/hr, there is a comparably more limited ability for vehicles to reach the excessive speeds seen at other locations.

In summary, the four locations where speed profiles were recorded shed light on a variety of problems, mostly indicating a need for speed reducing/limiting solutions at three of the four locations.

4.3 Road Geometry, Signage, Markings and Traffic Control

The previous studies completed provided a comprehensive review of the various roads within the study area. The prior studies are reviewed, compared to recent observations, and further assessed in this section as they pertain to the current study area.

Table 6 below provides a summary of the road geometry review from the 2013 Niagara Escarpment Crossing study prepared by HMM.

Table 6: Summary of Road Geometry (2013)

Characteristic	RR12 (Grimsby Mountain Road)	RR 18 (Beamsville Ontario Street/Mountain Street)	RR 24 (Vineland Victoria Avenue)
Lane Configuration	2 lanes	2 lanes	4 lanes - north of Moyer Road & 3 lanes - 2 SB, 1NB south of Moyer Road.
Lane Widths	Approximately 3.5 m	Approximately 3.5 m	Approximately 3.5 m
Shoulder Widths	East side - sidewalk from north to ridge Rd. ~ 1.5 m, then ~ 1 m paved shoulder. Raised curb all thru. West side - paved shoulder, ~ 1 m. Rolled curb all thru	Approximately 1-1.5 m paved shoulders. 1.5m sidewalk starts north of Edelheim Rd on the east side. Crossing has approximately 1-2 m shoulder width	North of Moyer Rd. approximately 1.5 m sidewalk on east side, no shoulder on west side. Raised curb all thru South of Moyer Rd. approximately 1 m gravel shoulder on both east and west side. Rolled curb all thru
Grade (Max)	Approximately 6-7 % main incline at curves. Approximately 4-5 % straightaways.	Approximately 4-6 %	Approximately 4-6 % on the straightway
Horizontal/Vertical Curve Radii	1. North-most (South to East) curve approximately = 125 m 2. Second (East to South-East) curve = 250 m 3. South-most (South-East to South) curve = 180 m	1. Main curve @ Hillside Dr = 700 m	1. Straight, no turns
Lateral Clearance	Approximately 1-4 m clearance at crossing. 0.5 m to hydro poles on north end near Elm Street and northmost curve.	Approximately 1.5-5 m. 2 m clearance at crossing. Major Hydropoles Approximately 3-5 m on west side.	Approximately 2-5 m from edge of pavement.
Pavement Condition	Good - some cracking present	Good at Crossing. As you reach school area and intersection with King St to the north, the pavement becomes poor with many cracks.	Fair - many cracks filled with filler.
Intersection Control	1. Elm St @ Mountain: Signalized 2. Ridge Rd W.@ Mountain: Stop Control	1. King St @ Mountain: Signalized 2. Philp Rd @ Mountain: Stop Control	1. King St @ Victoria: Signalized 2. Fly Rd @ Victoria: Stop Control
Intersection Configuration	Intersections are stop controlled with right-of-way to Mountain St.	Edelheim Rd @ mid crossing, stop controlled with shared left, thru, right turn movement.	N/A

Advance Warning Signs	1. NB @ top of hill. Over-sized stop sign with red flasher. 2. NB just before Elm St. Flashing intersection ahead sign.	1. NB @ top of downhill portion. Truck use low gear with yellow flasher.	1. NB @ top of downhill portion. Truck use low gear, with yellow flasher. 2. NB @ bottom of downhill portion approaching intersection at King St. Intersection prepare to stop ahead warning, two yellow flashers.
Adjacent Land Use	Residential on north approach of crossing. As travel continues south to Ridge Rd. the residential use is predominantly on east side to Ridge Rd. West/East side has steep slope up/down escarpment. Major Hydro poles on west side, cross to east side @ Ridge Rd. W. Church on east side across from Ridge Rd W.	Residential use north of Hillside Dr. with school zone for school located on west side across from George St. Sparse residential use south of Hillside Dr. Retirement apartments/condos at Edelheim Rd and just north of Edelheim Rd on the east side with 3 residential properties across from Edelheim Rd on the west side. Agricultural use (winery/farm) across from Kinsmen Dr. on west side. Major Hydro Poles on west side north of Philp Rd.	Residential use north of Moyer Rd with very long driveways. Residential house on east side across from Moyer, close to curb. Agricultural (winery) on west side south of Moyer. Municipal water station at top of hill on east side. Major Hydro Poles on west side north of Moyer, and switch over to east side south of Moyer
Dwelling Set-Back	Approximately 10 m where housing is present.	No Dwelling at crossing. Greater than 10 m where housing is present.	Dwelling across from Moyer Road, on the east side is approximately 10 m or less from edge of pavement.
QEW Connection	Direct access approximately 1km north through Christie Street and highway ramp accesses	Access to north, through Ontario Street. Approximately 4.5km away. Must turn on King Street to get to Ontario Street.	Direct access approximately 4.5 km north along Victoria Avenue
Speed Limit	50 km/h, with 40 km/h speed reductions at bends	50 km/h with 80km/h south of Leonard Cres.	50 km/h

Given the above table is based on information collected in 2013, the table was reviewed and compared to recent observations. There are some, but a fairly limited number of changes to report on. Most notably, Mountain Street (RR18) has been improved and now features a partially complete cycle lane, additional flexi-barriers outside the school, and a repaired pavement near the King St. intersection.

Ultimately, a review of the existing conditions indicates that Victoria Avenue is the best suited route for heavy vehicle traffic as it provides additional lanes, large setbacks, and the surrounding land uses are considered to be more compatible with heavy vehicle traffic. Mountain Road (RR12) and Mountain Street (RR18) are both narrow corridors with either incompatible adjacent land uses, or constrained by either the road alignment or gradient, resulting in a less than ideal route for heavy vehicle traffic. Unfortunately, as both RR12 and RR18 are still completely traversable by heavy vehicles, and the apparently minor concerns regarding road geometry do not affect driver route choices, heavy vehicles continue to operate along each of the three crossings.

4.4 Intersection Operations

Given the conclusions drawn from the heavy vehicle travel patterns in Section 4.1.3, it is evident that the intersections at Ontario St. (RR18) and King St. (RR81), and at Mountain St. (RR18) and King St. (RR81), are likely to cause some vehicle conflicts given the close proximity of the two intersections. These two intersections have also been the source of pedestrian complaints, as some heavy vehicles are unable to complete a turning movement in the provided space and will occasionally 'roll-over' the curb. Based on the various complaints, and the likelihood of turning conflicts, aerial imagery was collected on site to further examine the intersection and assist in recommending a solution.

As seen below in Figure 5, when two tractor-trailer heavy vehicles attempt a manoeuvre whereby one vehicle turns west from Mountain Street, and the other turns south on to Mountain Street, there is a potential for the vehicles to conflict. Neither vehicle in the below image can complete their respective manoeuvre without assistance from the other driver. In this particular case, there is a vehicle parked illegally on King Street (circled in red), which is impeding the turning path of the west-bound vehicle.



Figure 6: Turning Conflict at Mountain St. and King St., Beamsville

However, even in the absence of illegally parked vehicles, some heavy vehicles (particularly those with one or more trailers) have difficulty making the right hand turn from King St. to Mountain St. (RR18) (see Figure 6 below). The vehicle in the image has 'rolled-over' the curb while making a right hand turn on to Mountain St. (RR18), and it is clear that this is not a rare instance, given the obvious presence of tire tracks across the pedestrian standing area. This is a noticeable area of concern, as there is already a limited

amount of space available for pedestrians to stand while waiting to cross either Mountain St. or King St., and for a heavy vehicle to mount the curb while pedestrians wait in this area, creates a potentially dangerous situation for pedestrians. It is evident that some changes need to be made at this intersection, either by physical realignment or making operational changes.



Figure 7: Turning Difficulties at Mountain St. and King St., Beamsville

Similar problems also exist at the intersection of Ontario St. and King St., where heavy vehicles (particularly those with one or more trailers) have some difficulty completing a turn without assistance from other vehicles. In Figure 7 below, a tractor-trailer is turning north from King St. on to Ontario St., and although the turning path does not significantly cross over the oncoming turning lane, had the nearest vehicle not provided additional space to accommodate the heavy vehicle, there would have likely been a conflict.



Figure 8: Intersection Conflicts at Ontario St. and King St., Beamsville

However, even with the provision of an additional buffer from the passenger vehicle, this is likely an uncomfortable scenario for both drivers. This is further confirmed in Figure 8 below, where the black pickup truck is stopped while waiting for the heavy vehicle to complete its turn on to Ontario St.

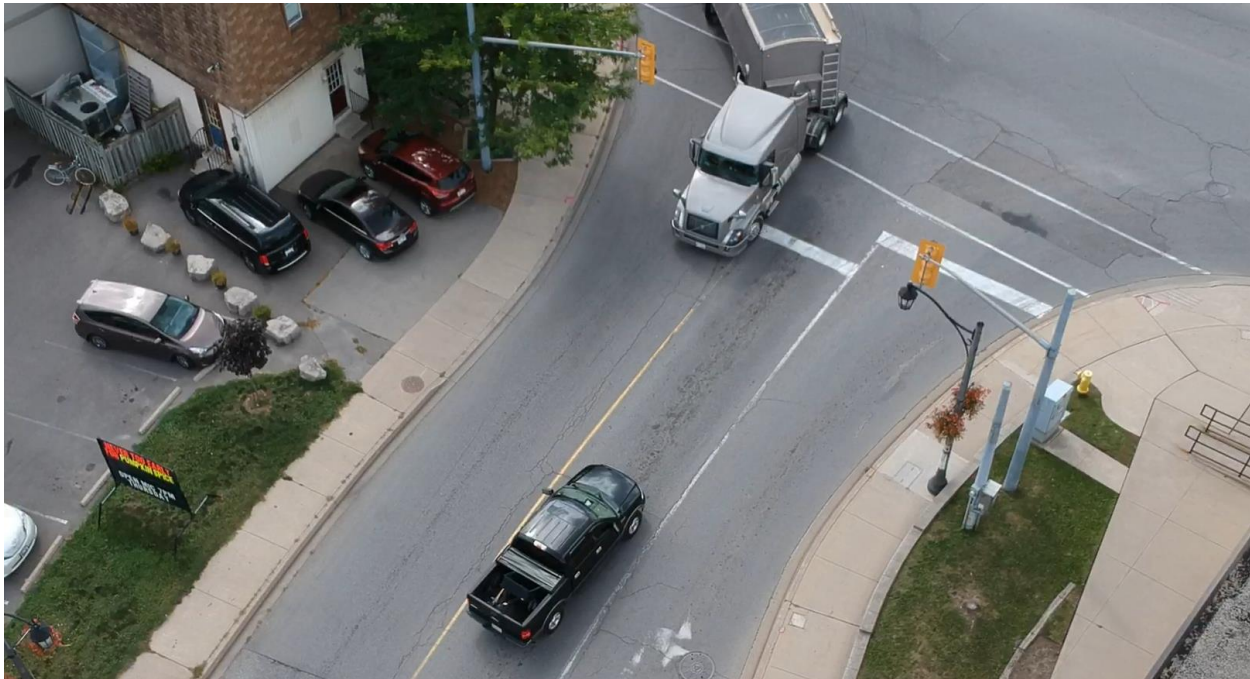


Figure 9: Turning Conflict at Ontario St. and King St., Beamsville

Ultimately, the movement of heavy vehicles through this corridor along RR18, combined with the difficulties presented by the two intersects, results in a situation where both pedestrians and vehicles are at risk of causing or being involved in a minor or major incident. Given that this corridor along King St. is considered to be 'downtown' Beamsville, there are aspirations to transform this area in to a highly walkable and desirable place for pedestrians, and the intersection designs and vehicle movements are likely to conflict with these aspirations.

4.5 Summary of Findings

Based on the previously available information from past studies, and the newly collected data and observations, there are a number of conclusions to be drawn. This includes:

- Heavy vehicle volumes are within the acceptable range for this area;
- Mountain Road (RR12) and Victoria Avenue (RR24) carry the majority of heavy vehicle traffic, while Mountain Street (RR18) sees far fewer trips;
- Heavy vehicle driver behaviour was observed to be appropriate;
- Origin-Destination Surveys revealed local trips are a significant contributor to heavy vehicle traffic in the area;
- Speeding and excessive speeding is a concerning problem at three of the four data collection points;
- Road geometry is inconsistent and varies both across each of the crossings and along the length of Mountain Street (RR18);

- The intersection of Mountain Street (RR18) and King Street (RR81) in Beamsville has the potential to lead to a variety of traffic conflicts where heavy vehicles are required to make tight turns; and
- Road signage and markings within the study area were observed to be under-maintained and inconsistent for each of the three escarpment crossings within the study area.

5.0 Improvement Options and Evaluation

The crossings of the Niagara Escarpment have been examined on several occasions and by many transportation specialists. As evidenced by fact that Niagara Region and the local municipalities have implemented many of the previous improvement recommendations, and many of their own, this listing of improvement options was intended to challenge the status quo and bring forward new and unique improvement plans that may not have been considered in the past. These improvement plans will be evaluated and assessed for their likely impacts and acceptability for implementation. For the purposes of this study, the various improvement plan options have been categorized into five (5) separate categories, being:

- Operational and Design
- Education
- Network and Policy
- Emerging Technologies
- Other Considerations

5.1 Operational and Design Options

For these options, the four (4) road sections that have been identified for consideration will be addressed individually.

5.1.1 Victoria Ave. (RR 24)

From an operational perspective, Victoria Ave. is the most attractive of the road sections studied that could accommodate trucking across the escarpment. However, there are some issues that could be addressed through operational improvements that could include: traffic calming, increased enforcement, improved signage and markings, and reduced speed limits. Each of these operational improvements are all options that the Region has previously considered and assessed.

With respect to the geometrics of this crossing, there exist a few non-standard design features that are in place in recognition of these unique geometrics. For example, at the intersection of Victoria Ave. and King St., the southbound lanes transition from a single through lane on the north-side approach to two departure lanes on the south approach. This results in a slightly offset alignment of the through lanes through the intersection which may cause some confusion. However, the justification for this misalignment is a result of the introduction of a truck climbing lane going southbound across the escarpment from King St. to Fly Rd.

Another unusual arrangement is the extended left-turn lane for northbound traffic approaching the intersection of King St. This extended left-turn lane has been introduced such that traffic can better align themselves where a vertical curve in Victoria Ave. restricts visibility of the queues at the intersection. Our study attempted to revisit the restriping options that could be considered for the purpose of introducing a centre left turn lane in one option, and the introduction of a cycle lane in another. These restriping options can be reviewed in **Appendix A**. These restriping options were not considered viable options as Victoria Ave. is best suited for trucking operations and the current striping is considered a better option for safety reasons when considering its purpose.

Table 7 below summarizes the evaluations of these options and the recommendations to carry any options forward for further consideration.

Table 7: Victoria Avenue (RR24)

OPERATIONAL/DESIGN OPTIONS	Effectiveness	Time Frame	Capital Cost	Operational Cost	Policy Changes	Infrastructure Planning	Comments
Traffic Calming	Reduced Speeding	Short	Low	No	No	Low	Do Not Carry Forward
Enforcement	Reduced Speeding	Short	Low	Police	No	No	Carry Forward
Signage/Markings	Improved Behaviour	Short	Low	No	No	Low	Carry Forward
Reduced Speed Limit	Reduced Speeding	Short	Low	No	No	Low	Do Not Carry Forward
Restriping	Improved Access	Medium	Medium	Maintenance	No	EA Required	Do Not Carry Forward
Realign Intersection	Improved Operations	Medium	Medium	Maintenance	No	EA Required	Do Not Carry Forward

5.1.2 Mountain St. (RR 18)

The Mountain Street provides a north-south connection within the study area. It comprises both rural and urban cross-sections with challenging road geometrics. Most concerning is north of Leonard Crescent, where existing road gradient is steep and advisory warning signs are in place to alert drivers. This section also provides urbanized geometrics with concrete curb and gutter and dedicated bike lanes on both sides. Several inconsistent design elements are observed within this road section. For instance, a sidewalk is only provided on the east side of the roadway, with wider boulevard south of Hillside Drive, whereas the offset between sidewalk and the roadway becomes narrower immediately north of Hillside Drive.

South of Cassandra Drive, sidewalks are provided on both sides up to King Street. Approximately 120m north of Elizabeth Street all the way to King Street, the sidewalks on both sides are provided adjacent to concrete curb within residential area, with a narrow concrete killstrip only on the east side. Similar inconsistency is observed with bike lanes along Mountain Street. The bike lanes are marked as dedicated lanes south of Hillside Drive and carried as a paved shoulder with varying width immediately north of Hillside Drive intersection without having proper signage. With inconsistencies in road geometrics, a consistent pavement markings and lane designations could potentially provide a similarity throughout the corridor. This measure should be considered as a medium-term improvement when more information for planned development for adjacent land is available. If the traffic demand warrants, road improvements such as widening could be further investigated undertaking Class Environmental Assessment process.

In terms of traffic operations, the Mountain Street (RR18) sees an overall reduction in heavy vehicle demand within five years and sees lesser trips when compared to Mountain Road (RR12) and Victoria Avenue (RR24) which carry majority of heavy vehicle traffic within the study area. It is observed that speeding is a real concern along Mountain Street, where the majority of vehicles are observed exceeding the posted speed limit (50km/hr). On a broader scale this could potentially be a result of reduction in heavy vehicle traffic along the corridor, providing opportunity for passenger vehicles to drive faster without being impeded by slow moving heavies. No evidence of heavy vehicles exceeding speed limits were found during site visits and normal driving behavior of heavy vehicle drivers was observed. However, recent speed profile indicates speeding is a real issue which suggest implementation of traffic calming measures along the corridor supplemented by enforcement. Evaluations of options discussed above and

potential recommendations to carry any options forward for further consideration are summarized in **Table 8** below.

Table 8: Mountain Street (RR18)

OPERATIONAL/DESIGN OPTIONS	Effectiveness	Time Frame	Capital Cost	Operational Cost	Policy Changes	Infrastructure Planning	Comments
Traffic Calming	Reduced Speeding	Short	Low	No	No	Low	Carry Forward
Enforcement	Reduced Speeding	Short	Low	Police	No	No	Carry Forward
Restriping	Improved Operations	Medium	Medium	Maintenance	No	EA Required	Carry Forward
North Lane routing	Improved Operations	Medium	Medium	No	No	EA + Upgrade to RR	Investigate Further
Widening	Improved Operations	Medium	Medium	No	No	EA Required	Investigate Further
Active Transport Striping	Increased AT Participation	Short	Low	Low	No	EA Required	Carry Forward
Signage/Markings	Improved Behaviour	Short	Low	No	No	Low	Carry Forward
Parking Restrictions	Improved Operations	Short	Low	Existing	No	No	Carry Forward

5.1.3 Mountain Rd. (RR 12)

Similar to the parallel running Mountain Street, the Mountain Road also poses challenging road geometrics such as steep gradient and restricted sightlines at horizontal curves. Immediately north of Ridge Road West, the advisory warning sign for steep gradient are in place. The corridor is provided with asphalt sidewalk adjacent to road with standard concrete curb and gutter on east side, and a paved shoulder on with mountable concrete curb and gutter is available on west side. An electronic advisory speed check is also in place with flashing speed limit. At sharp horizontal curve between Oak Street and Elm Street, the speed is reduced to 40km/hr. Signage and Markings where found deficient or inconsistent could be addressed in short term to enhance traffic safety. One of potential location is the intersection of Oak Street at Mountain Road. The Oak Street is a single westbound right turn lane with stop control intersecting at Mountain Road with sharp entry radius on a horizontal curve. This creates a situation where drivers on either road have limited sightlines. Adequate warning signs should be provided to alert drivers of oncoming traffic.

Another potential area of improvement is just south of Elm Tree Road where the posted speed limit changes from 70km/hr to 50km/hr (heading north) and vice versa within 200m distance. Based on the speed profile, a vast majority of drivers are obeying speed limits while 29% travelled less than 10km/hr above posted limit. Traffic Calming measure such as electronic speed check is advised to be monitored on regular basis along with enforcement.

Significant increase in heavy traffic demand has been noted while comparing 2013 and 2018 traffic data, however heavy vehicles still represent less than 10% of total traffic. Considering low traffic demand, existing geometric constraints and limited Right-of-Way, neither restriping nor road widening is deemed warranted at this time of the study. Parking Restrictions are found on both sides of roadway under existing condition and should be maintained in future. Evaluations of options discussed above and potential recommendations to carry any options forward for further consideration are summarized in **Table 9** below.

Table 9: Mountain Road (RR12)

OPERATIONAL/DESIGN OPTIONS	Effectiveness	Time Frame	Capital Cost	Operational Cost	Policy Changes	Infrastructure Planning	Comments
Traffic Calming	Reduced Speeding	Short	Low	No	No	Low	Carry Forward
Enforcement	Reduced Speeding	Short	Low	Police	No	No	Carry Forward
Signage	Improved Behaviour	Short	Low	No	No	Low	Carry Forward
Parking Restrictions	Improved Operations	Short	Low	Existing	No	No	Carry Forward

5.1.4 Main St./King St. (RR 81)

The section of Main Street/King Street between Grimsby and Vineland is primarily a 2-lane road having diversified rural and urban cross sections. This includes provision of sidewalk as active transportation facility, a single lane roundabout as traffic calming measure, efficient traffic operations and aesthetic feature, a central two-way left turn lane at certain locations. Majority of adjacent fronting properties are agricultural lands, while medium density residential developments are present at major crossing streets such as but not limited to Victoria Avenue, Mountain Street, Ontario Street, and Mountain Road.

For the purpose of this study, more focus to King Street was given at section between Mountain Street and Ontario Street. This short section represents challenges with respect to heavy vehicle maneuvers. The benefit of an Ontario Street interchange at QEW provides a convenient access to all traffic including heavy vehicles heading south and vice versa. However, the disconnect between Ontario Street and Mountain Street is linked by short section of King Street, which portrays serious issues related to heavy vehicles which are forced to make tight turns at the intersections. These issues have been observed during site visits and documented using aerial videography as part of this study. To overcome this problem, a few alternative routing options via North Lane were developed to provide truck by-pass, are described in later section of this report. As previously mentioned, the intersection of Mountain Street (RR18) and King Street (RR81) in Beamsville has the potential to lead to a variety of traffic conflicts where heavy vehicles are required to make tight turns.

Along Main/King Street, excessive speeding has been observed as a valid concern and traffic calming measures such as a reduced speed limit should be considered along with enforcement. In general, it will likely be enforcement that plays a vital role in speed reduction when implemented on regular basis.

Since the cross section along the corridor varies significantly, options for geometric improvements such as road widening, provision of dedicated bike lanes, and restriping are not suggested at this time. Warrants for such improvements are dependent on planned future developments and should be monitored on regular basis. However, the Region is advised to ensure signage and markings are consistent and meet current design standards. Evaluations of options discussed above and potential recommendations to carry any options forward for further consideration are summarized in **Table 10** below.

Table 10: Main St. E./King St. (RR81)

OPERATIONAL/ DESIGN OPTIONS	Effectiveness	Time Frame	Capital Cost	Operational Cost	Policy Changes	Infrastructure Planning	Comments
Traffic Calming	Reduced Speeding	Short	Low	No	No	Low	Carry Forward
Enforcement	Reduced Speeding	Short	Low	Police	No	No	Carry Forward
Complete Streets	Improved Behaviour/ Increased AT	Medium	Medium	Maintenance	No	EA Required	Carry Forward
Signage	Improved Behaviour	Short	Low	No	No	Low	Carry Forward
Reduced Speed Limit	Reduced Speeding	Short	Low	No	No	Low	Do not implement without increased enforcement

5.2 Education

The local communities that rely on the escarpment for its economic livelihood, and those that reside adjacent to these escarpment crossings all have a vested interest in how these crossings perform. Regular communications with this local community may be a useful way to discuss Regional initiatives, local operating concerns, development opportunities, and investment plans.

At present, there many ways in which the Region reaches out to its communities. These include the Niagara Region web site, Twitter feeds, and Facebook updates. These can clearly be used to share information regarding goods movement in the Region. For the most part, this could get the message out to the community, but not a great method to create a meaningful dialogue with the community. Even so, these tools presently exist, and the Region should be encouraged to send out messages regarding goods movement across the escarpment using these social media tools. In addition, a regular newsletter on goods movement could be considered as an additional tool for communicating with the community, but this may be best developed and distributed by the local municipalities.

There are many commercial entities that operate transportation services across the region. These could be categorized in many ways, but could include:

- Business Improvement Areas (BIAs)
- Agricultural communities
- Quarry and Landfill Operators
- Other Commercial Entities.

Coordinating the operations and initiatives of these entities could be very beneficial for both these operators and the Region. Presently there are a few forums for goods movement discussions including:

- Niagara Region Agricultural Policy and Action Committee: This committee includes membership from the Ontario Federation of Agriculture, Niagara South Federation of Agriculture, and West Niagara Agricultural Society. This committee meets only a few times per year and focuses on policy issues and issues that may affect the agriculture industry in Niagara.
- Niagara Region Transportation Steering Committee: This committee meets on a regular basis and reports to the Public Works Standing Committee. Its focus is on strategic initiatives that presently include initiatives such as the Transportation Master Plan, the NGTA, the GO expansion program, Mobility Hubs, and Intermunicipal Transit.

- Regional Niagara Active Transportation Subcommittee: This subcommittee meets regularly and has a very active membership that has promoted active transportation in such a way that several infrastructure, policy, and operational improvements have been initiated in the Region.
- Downtown Beamsville Business Improvement Area (or Downtown Bench BIA): This BIA is focussed on the commercial entities in Beamsville with concerns related to King St. from Ontario St. to Academy St.
- Humberstone Landfill Site Public Liaison Committee and the Niagara Road 12 Landfill Site Citizens Liaison Committee: Both of these committees are now defunct but illustrates the concept of creating a forum for both the public, the government, and the commercial operators to meet and discuss common issues.

Since Goods Movement is a vital component of a community's economic viability, other municipal governments have established Standing Committees, or Subcommittees, to regularly discuss Goods Movement within their municipality. A good example is Peel Region that has embraced the concept that goods movement is important to their community. They have established the Peel Goods Movement Task Force whose mandate is to:

- develop a common vision for goods movement in the Peel area
- provide a forum to bring together key public and private sector stakeholders to guide future improvements to the goods movement system
- facilitate the exchange of information and to develop common messages on issues affecting goods movement; to monitor, review and provide input and feedback to regional, provincial and federal initiatives related to goods movement
- develop an action plan, with the required partnerships, for the implementation of short, medium and long-term improvements to the goods movement network in Peel.

Establishing an ongoing forum to discuss goods movement in Niagara may be extremely beneficial for the Region. It could embrace all of the entities mentioned above including the BIAs, the Agricultural industries, the Quarries and Landfill operators, and other commercial operators. Formalizing this as an Advisory Committee or Subcommittee reporting through Public Works Standing Committee should be considered. To implement, its creation would require support from Regional Council and would require a staff member to be responsible for writing terms of reference, establishing membership, and creating ongoing agendas and meeting minutes.

Table 11 below summarizes the education and communications considerations and evaluations resulting from this study.

Table 11: Education and Communications Options

EDUCATION & COMMUNICATIONS	Effectiveness	Time Frame	Capital Cost	Operational Cost	Policy Changes	Infrastructure Planning	Comments
Newsletters	Improved Behaviour	Short	No	Staff Assignment	Work with local municipalities	No	Carry Forward with Local Municipalities
Advisory Committees	Ongoing Communications	Medium	No	Staff Assignment	Council Support and Terms of Reference	No	Carry Forward
Social Media Blasts	Ongoing Communications	Short	No	Staff Assignment		No	Ongoing
BIAs	Raised Awareness	Medium	No	Staff Assignment		No	With Advisory Committee
Agricultural Associations	Ongoing Communications	Medium	No	Staff Assignment		No	With Advisory Committee
Quarries	Ongoing Communications	Medium	No	Staff Assignment		No	With Advisory Committee
Commercial Entities	Ongoing Communications	Medium	No	Staff Assignment		No	With Advisory Committee

5.3 Network and Policy

Niagara Region's recently approved Transportation Master Plan (TMP) includes a chapter on Goods Movement. It states, "Improving the movement of goods through and within the Region is vital to Niagara's economic development." Always a key consideration for the movement of goods is ready access to freeway facilities that connect industry with markets. In Niagara, the only freeway facility is the QEW which runs along the east and north portions of the region. However, due to the Niagara Escarpment's exaggerated geographic features, it becomes a significant barrier for QEW access.

Acknowledging that trucking across the Niagara Escarpment is not desirable, but at present a necessity, the Region has included several recommendations in their TMP as noted in Figure 9 below.

25	Work with MTO to identify a short-term solution to provide network redundancy through an alternate Provincial route parallel to the QEW that can accommodate longer-distance, inter-regional travel and goods movement, including a Role and Function study of Hwy 20/Regional Road 20 and a study to address the Smithville Bypass.
26	Advocate and work with MTO for capacity improvements to accommodate inter-regional and international travel demand, including: widening of QEW, implementing the NGTA East corridor and extension of Highway 406; and building a new Niagara-Hamilton trade corridor.
27	Undertake and/or complete EA for Niagara Escarpment Crossing and South Niagara East-West Arterial Road,

Figure 10: Niagara Region Transportation Master Plan Action Items

The Niagara to GTA corridor has been the subject of several studies and at present is not an active project for the province. Nonetheless the need for a new trade corridor that is an alternative to the QEW is clear (see Action Item #26 above). A Niagara-Hamilton Trade Corridor that connects Niagara Region at Highway 406 to the City of Hamilton in the vicinity of the Hamilton International Airport/Highway 403 would address the demands of moving goods across and through the Niagara Region and significantly reduce the need for trucking to cross the Niagara Escarpment. It is our understanding that the Region is actively pursuing support from other municipalities, the provincial government, and the federal government.

While a new trade corridor is being pursued, the Region has also recommended that they work with the province to identify a short-term solution for the need for another east-west route that creates network redundancy and an alternate route to the QEW (see Action Item #25 above). The recommendation from the TMP is for the Province and the Region undertake a Regional Road 20/Highway 20 Role and Function Study. This study would define the role and corridor opportunities that are possible for crossing Niagara above the Niagara Escarpment. Figure 10 below is taken from the TMP (Map 7) illustrates some opportunities for the Interim Trade Corridor and a possible implementation strategy.

As far back as 1997, an Escarpment Crossing (EA) Study was initiated as Phases 1 and 2 of the EA process. That study was guided by the following problem statement:

“Significant local and through truck volumes are travelling on steep grades through communities, mixing with pedestrian and cyclist traffic, or passing incompatible land uses.”

In 2016, the Regional Council approved funding for the Phases 3 and 4 of the EA process for the Escarpment Crossing Study. The recommendations included discussions regarding short-term improvements (many of which have been implemented), medium-term improvements, and long-term improvements. These recommendations culminate in a recommendation for a new escarpment crossing corridor that would be designed to readily accept trucking demands across the escarpment. These recommendations are considered very valid and should be pursued at the Region’s earliest convenience.

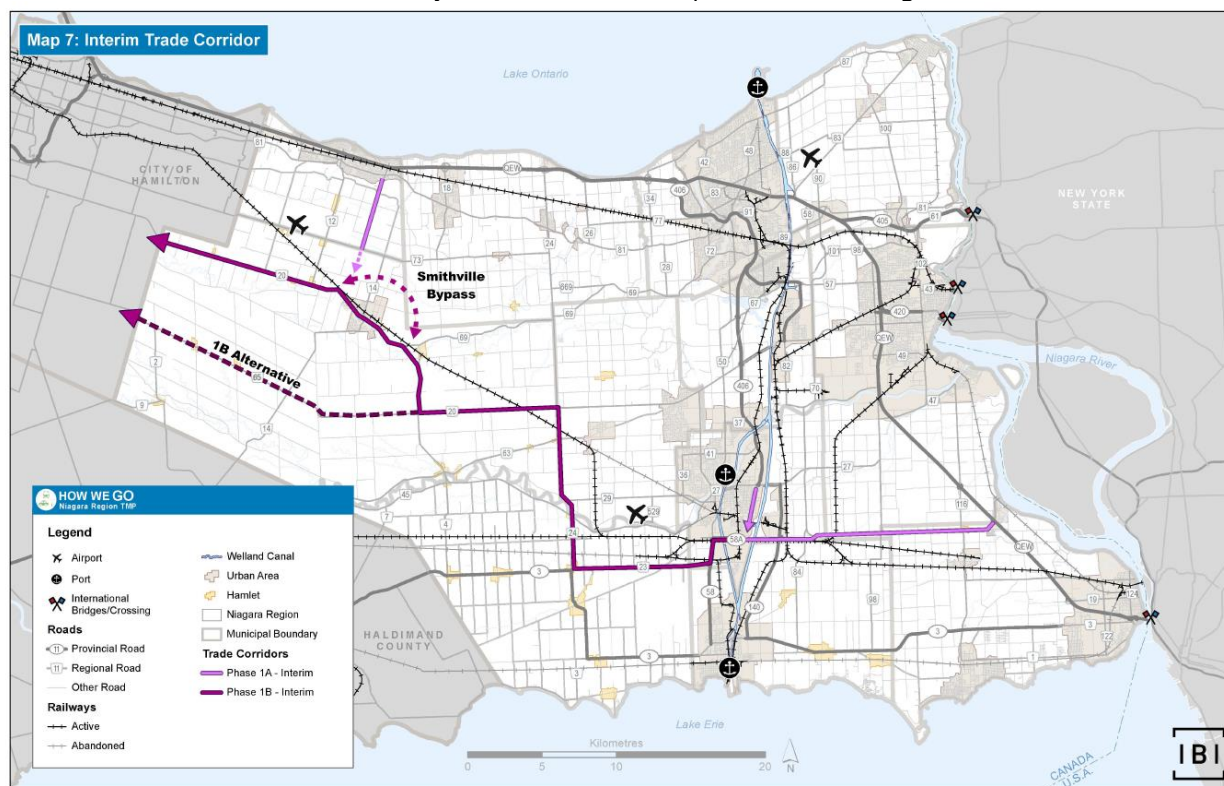


Figure 11: Interim Trade Corridor (TMP Map 7)

An existing alternative to crossing the escarpment in Niagara is to utilize the Fly Road/Mud Street corridor which would connect Victoria Ave. in the east to the Red Hill Parkway/Lincoln Alexander in the west. Our study examined the travel time and distance associated with each route as noted in Figure 11 below.

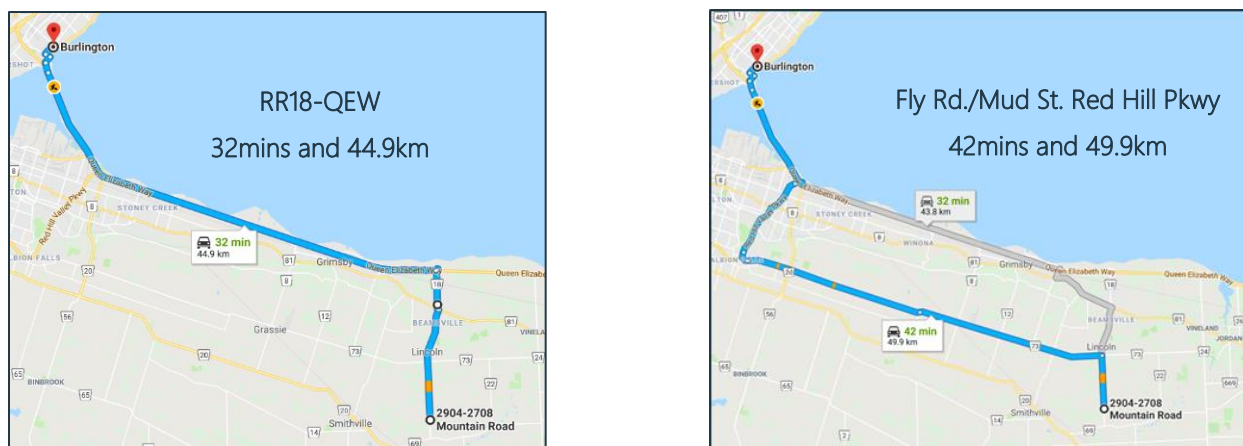


Figure 12: Fly Road/Mud Street Travel Time Comparison

This route change would require restricting truck movements across the escarpment, which is not desirable as many trucks still have origins or destinations that would require access to the escarpment crossings, it creates a longer travel time and distance for trucking, and it sends more trucks through some residential communities along that route that already have traffic calming treatments. In addition, there would be significant costs to upgrade this corridor to accommodate trucking as a preferred route and cooperation with the City of Hamilton to use Mud St. and the Red Hill/Lincoln Alexander Parkway. Due to these concerns, the Region is better served focusing on the Interim Trade Corridor initiative as noted above.

In Hamilton, the City undertook a Goods Movement Master Plan. Within it they examined in detail the possibility of creating time of day restrictions and “specified users” classification. Both of these initiatives are achievable by implementing a local by-law. However, the City does not endorse either of these due to the onerous requirement to enforce and the inequitable treatment that it imposes on certain road users. Based on these considerations, this study does not recommend that the Region implement either.

These network and policy options are summarized and evaluated in Table 12 below:

Table 12: Network and Policy Options

NETWORK AND POLICY	Effectiveness	Time Frame	Capital Cost	Operational Cost	Policy Changes	Infrastructure Planning	Comments
New Trade Corridor	Reduced cross-escarpment trucking to local deliveries only	Very Long	Very High	No	Supports TMP	Individual EA and funding	Requires external support
New Escarpment Crossing	Reduced cross-escarpment trucking to local deliveries only	Long	Very High	No	Supports Area Master Plan	EA Phases 3 & 4 and funding	Initiate Phases 3 and 4 of the EA process.
Fly/Mud Alternate Goods Route	Reduced cross-escarpment trucking	Medium	Low	Low	Defined Trucking Routes	No	Do not carry forward
Time of Day Restrictions	Limits cross-escarpment trucking	Short	Low	Enforcement	Bylaw	No	Do not carry forward
Specified User Permits	Limits cross escarpment trucking	Short	Low	Enforcement and Staffing	Bylaw	No	Do not carry forward

5.4 Emerging Technologies

As stated in the Region's TMP, "There are several emerging technologies that will play both a supportive and disruptive role in goods movement and manufacturing sectors. These technologies present opportunities to improve the efficiency of goods movement and potentially reduce the demand for transporting goods on Region's road network."

5.4.1 Autonomous and Connected Vehicles

The freight and logistics industries are poised to be one of the early adopters of autonomous and connected vehicle technologies. Driverless truck technology is advancing rapidly and could provide substantial benefits to freight companies and efficiencies for the road network. They include:

- Driverless and connected trucking will significantly eliminate human error and drastically improve road vehicle safety and reduce delays caused by accidents
- Driverless trucks have the potential to allow for overnight driving and faster long-haul delivery times as driver rest periods will not be required
- Driverless and connected trucks would improve fuel efficiency and increase vehicle throughput by decreasing following distances and increasing traffic density

In 2016, Ontario launched a ten-year pilot program to allow the testing of automated vehicles on Ontario's roads. In response to advances in Automated vehicle (AV) technology, the program was updated on January 1, 2019 to allow for the testing and sale of more innovative technologies. At present, only Level 3 driverless vehicles are permitted. Level 3 is defined below by the Society of Automotive Engineers (SAE) International:

"Level 3 - Conditional Automation: The vehicle becomes a co-pilot. The vehicle manages most safety-critical driving functions, but the driver must be ready to take control of the vehicle at all times."

According to the Region's TMP, the Region has the opportunity to lay the groundwork for allowing these vehicles to effectively operate in Niagara Region through strategic initiatives and policy. This includes fostering the testing of these vehicles and maintaining the Region's infrastructure, such as pavement markings and signage, at a level that ensures the effective operation of these vehicles. To ensure readiness for these technologies, the Region should monitor technology advances and the introduction of regulations to allow for these technologies as they may have positive impacts for the reduction of trucking across the escarpment.

5.4.2 Commercial Drone Delivery

Although rail and marine transportation networks are possible alternatives for goods movement, they are not realistic options for goods movement across the escarpment. However, commercial drone delivery is becoming a reality with recent technology and regulation pilot studies being undertaken. Drone delivery has the potential to alleviate demand on the road network and potentially reduce the number of delivery trucks on the road. As seen in other regions in Canada, Niagara Region can prepare itself to be a testbed for these technologies to take advantage of the opportunities that this technology can provide.

5.4.3 Incentives

As with truck use restrictions, financial incentives are intended to encourage freight operators to shift truck traffic off specific roadways that have either congestion or safety issues, to more desirable routes. Any financial incentives provided must also recognize that the companies where the freight originates, or is received, must also benefit financial from any route shift, or time shift. The manner in which financial

incentives could be created is if a business case were developed that illustrated the cost trade-offs that could be achieved. Ideally, such a business case would create a scenario where the private sectors companies would undertake this program themselves with minor assistance from the public sector. If the private companies cannot be convinced that there is a financial benefit that would result in voluntarily adjusting their delivery routes, or if they cannot convince all companies to participate, then this private sector financial incentive program would not achieve desired results.

Another approach to incentivizing the freight industry to adjust their delivery routes could be an incentive program operated by the public sector. However, this would require a significant effort to establish the program administration and enforcement required for such a program. This program would require the public sector to establish the financial incentives that could be offered to freight operators that might cover many costs such as additional workers, longer trucking delivery times, increased maintenance costs, and possibly increased overtime labour costs.

There have been a few attempts to create financial incentive programs for the freight industries, but most have been associated with special events such as the Olympics, PanAm Games, and other like events. These special events typically have a defined time frame when implemented and the financial benefits accrued for the private business comes from reduced delivery times from avoiding congestion routes or time periods.

Due to the limited known benefits of a financial incentive program and recognizing the significant administrative effort that would be required to establish such a program, this program is not recommended for consideration in Niagara.

5.4.4 Electronic Enforcement

Electronic enforcement is becoming more prevalent in the transportation industry. It can eliminate the need for costly police enforcement at sites where there are operating issues. They can operate 24 hours a day if desired and generate fees that offset costs. One downfall of electronic enforcement is that there is a privacy issue in Ontario which restricts the identification of drivers and passengers of vehicles. As a result, it is the owner of the vehicle that gets impacted by improper driver behaviour rather than the actual driver committing the offense. As a result, many owners simply add the costs of electronic enforcement fees to the operating costs of their business.

In Ontario, there are three electronic enforcement programs available. One of these programs is the Red Light Camera Program which many Ontario municipalities participate in. However, red light violations are not the focus of this study and as a result, the Red Light Camera Program is not considered further.

- ◆ Automated Speed Enforcement (ASE): Photo radar was introduced to the Province of Ontario in the early 1990s for application on the provincial highways. However, it was subsequently scrapped when the government of the day changed. Recently, the City of Toronto has initiated a pilot program to introduce photo radar in Community Safety Zones which are typically implemented around schools. In this instance, normal speed fines would be doubled and the tickets mailed to the owner of the vehicle, who may not be the offending driver. Demerit points and licence suspension mandated by the Highway Traffic Act for drivers caught speeding would not apply.

There are many requirements that will need to be considered prior to this ASE program get approved by the province and expanded to other municipalities. Cameras must take photographs of the offending vehicle which are then collected and reviewed at a central processing centre. This centre will be similar to the Red Light Camera Processing Centre operated by the City of Toronto, and supported financially by other participating municipalities. Trained officers must review every

picture to verify vehicle information and ensure the vehicle is in violation. Tickets are then mailed to the vehicle owner, regardless of who was driving the vehicle.

As this ASE program is presently a pilot program being run by the City of Toronto, it would be prudent for the Region to monitor the progress of this pilot such that should it be approved as a permanent program, and available to other municipalities, it could be a valuable tool in reducing speeding on their roadways.

- ◆ Road Tolls: In 1998 the Ministry of Transportation, Ontario introduced the Highway 407 Act which allowed the collection of tolls on the Highway 407 only. In February, 2017, the Ministry expanded the toll program to include the newly constructed Highway 412 which connected Highway 407 to Highway 401 in Durham Region. There has been no other program established that would permit local or regional municipalities to introduce a road tolling program.

There are several examples of other municipalities in the United States that have introduced tolling programs. Although most of these toll programs were established to offset public sector maintenance or roadway expansion costs, some of these were established in an effort to reroute trucking operations away from these tolled roads. Most research shows that the trucking industry does try to avoid tolls if possible, but that is highly dependent on the rate of the tolling and how that tolling is collected. Establishing a toll rate that is fair to all road users, yet affects a trucking route diversion, would be a challenging exercise.

As the Province of Ontario does not presently allow the collection of tolls on municipal roadways, this program is not available to Niagara Region. However, should the Province consider a change in the future, then the Region could reconsider its position with respect to tolls across the escarpment roadways and what purpose would the tolls be collected for.

5.5 Other Considerations

In a study progress meeting, a discussion ensued with respect to the Town of Lincoln Transportation Master Plan which is presently underway. A meeting with the Town staff focussed our discussions on the possible treatments at the intersection of Mountain St. (RR 18) at King St. (RR 81) and a proposed truck routing scenario.

5.5.1 Mountain St. (RR 18) at King St. (RR 81) Intersection

Video evidence has shown that large trucking vehicles have significant difficulty making turns at this intersection both southbound and northbound destinations of the escarpment. The eastbound to southbound right turn results in a significant number of large trucks overtracking the pedestrian waiting area of the sidewalk. In the northbound direction, illegally parked vehicles block large truck turning areas resulting in unnecessary on-road adjustments by the larger trucking vehicles to avoid colliding with these parked vehicles.

Several alternatives were considered to alleviate the trucking operations at this intersection including:

- Purchase the building/property on the south-west corner when available to reconstruct the intersection with improved turning radii;
- Install Bollards at south-west corner to provide safety to pedestrian waiting to cross and restrict larger vehicles driving over the curb and sidewalk platform;
- Restripe the south leg of the intersection to eliminate any possible use of the gore area by left-turning vehicles mistakenly considering it an exclusive left-turn. Many of the large trucks making

the eastbound to southbound right turn need to overrun that gore area to avoid overtracking on the pedestrian sidewalk; and

- Further restrict curbside parking on the north side of King St. just west of this intersection.

5.5.2 North Lane

North Lane in the Town of Lincoln has been examined on several occasions for its proposed use. At present it is primarily an access road to parking behind the commercial businesses along King St. It runs as a two-way operation and a connection between Ontario St. and Central Ave. Central Ave. north of the Mountain St. (RR 18) at King St. (RR 81) intersection is a one-way roadway running northbound only.

As one of the main concerns with trucking operations in the Town of Lincoln is the use of a short section of King St. between Mountain St. and Ontario St. by the trucking community. They use this section because it is presently the only direct route connection between the escarpment crossing of Mountain St. and the QEW.

Although North Lane is local access road with significant commercial potential for the local businesses in terms of parking and café style sitting facilities, it has a wide right-of-way. For the purpose of this study, it was examined to determine if it could be utilized as a bypass of King St. and a proposed trucking route. Turning templates and turn lanes were proposed to confirm that large trucks could negotiate North Lane as a possible truck route. These plans are shown in **Appendix B**.

Although the plans show that large trucks could negotiate North Lane as a trucking route, and modifying a portion of Central Ave. to accommodate two-way traffic between King St. and North Lane, our study has determined that the use of a local roadway as a large truck bypass route would not be in keeping with the intended use of a local roadway. Significant infrastructure improvements would be required along Ontario St. and at Central Ave. to implement this change, not to mention the significant amount of signing required to ensure large trucks are aware of this bypass. Although North Lane could be a truck bypass route between Mountain St. and the QEW, it would not solve the issue of large trucks coming from other directions other than the north. These large trucks would still have issues negotiating the Mountain St. and King St. intersection.

In conclusion, it was determined that the use of North Lane as a possible truck bypass route is not feasible nor recommended.

5.5.3 Proposed Truck Routing

Recognizing that the short stretch of King St. between Ontario St. and Mountain St. is not ideal for trucking operations due to its urban setting and abutting commercial establishments, the Town is considering proposing a preferred truck route connecting the QEW to Mountain St. The route would include Ontario St. at the QEW ramps, the South Service Rd. between Ontario St. and Bartlett Rd., Bartlett Rd. between the South Service Rd. and King St., and King St. between Bartlett Rd. and Mountain St. This route is illustrated in Figure 12 below:

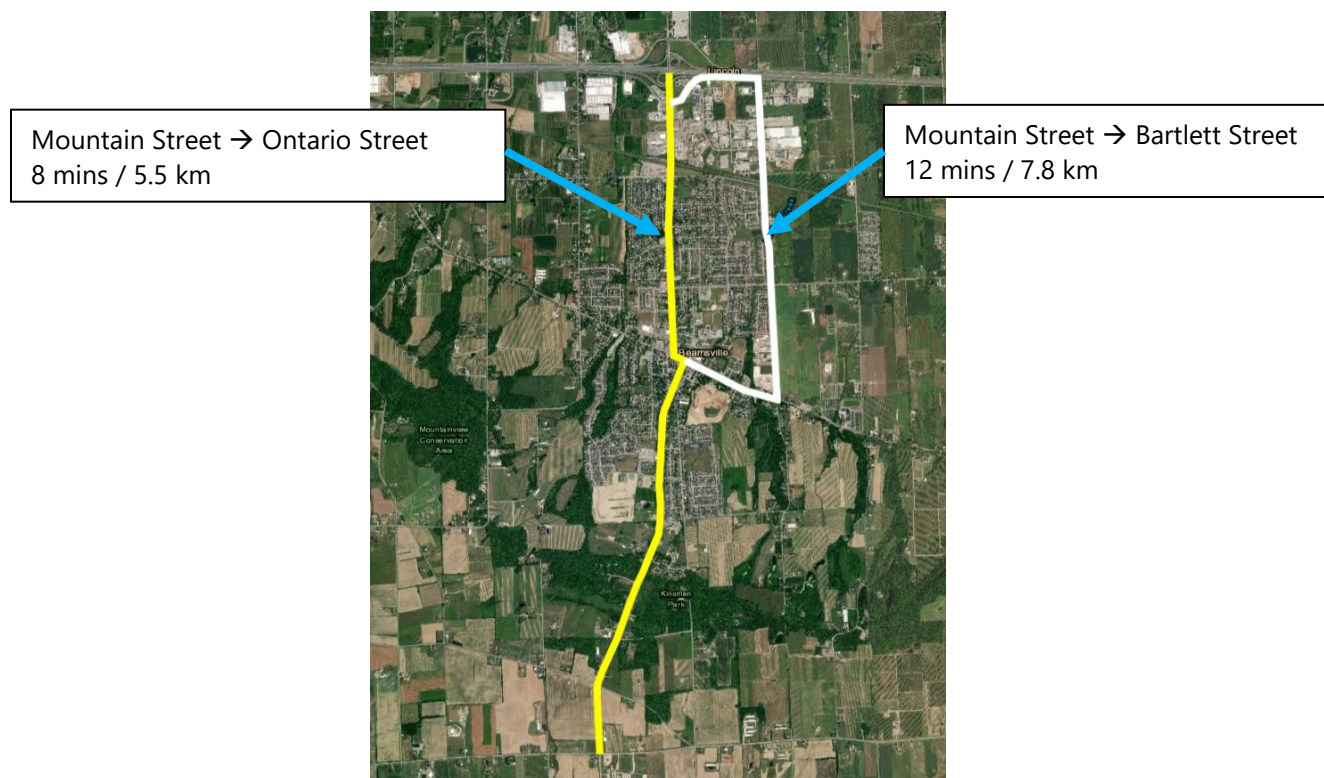


Figure 13: Town of Lincoln Possible Truck Route Option

This proposed truck route would not restrict trucks from continuing along Ontario St. and King St., but would instead be a voluntary preferred trucking route following some infrastructure improvements along that route. Although the route is approximately 2.3km. longer than the Ontario St. to King St. route, it may be more desirable as it avoids difficult operational issues for trucks, and avoids possible congested areas in the urban section of King St.

As this truck route proposal is being considered as part of the Town of Lincoln Transportation Master Plan, the Region should be an active participant in the consideration of this route as a realistic option for reducing the instances of truck problems at the intersection of King St. and Mountain St.

6.0 Recommended Improvement Plan

Based on the variety of potential causes listed in the previous section, a desktop preliminary research task was undertaken to explore a number of solutions. These improvements could potential be implemented in three stages and categorized accordingly into short, medium and long-term solutions given their level of complexity, funds availability, degree of public and business owner engagement, planned future developments, support to/from neighbouring municipalities and regions. These solutions are summarized as follows:

6.1 Short-Term:

The short-term represent relatively low-cost solution that could be implemented fairly quickly, such as:

- **Consistent Signs and markings on all crossings** should be provided where found deficient to elevate existing conditions to current standards.
- **Traffic Calming** measures should be provided within residential areas for traffic safety including pedestrians and cyclist.
- **Additional Truck Route Signing** similar to 'Preferred Truck Route' sign at top of Mountain RR 18 to be provided. This effort will guide truck drivers to choosing alternative routes and potentially distribute heavy vehicle demand evenly within the study area.
- **Lower Speed Limit for Trucks where existing road gradient is greater than 6%** as allowed by Highway Traffic Act (shown below) to be carried as a pilot study at one location and monitored. The study should document before and after conditions to understand if permanent implementation of speed reduction is worth considering.

Rate on grade

(6.1) The council of a municipality may by by-law,

(a) designate a portion of a highway under its jurisdiction that includes a grade of 6 per cent or higher; and

(b) prescribe for any class or classes of motor vehicles a rate of speed, when travelling down grade on that portion of the highway, that is 10 or 20 kilometres per hour lower than the rate of speed otherwise prescribed under subsection (1) or (2) for that portion of highway, but not lower than 40 kilometres per hour. 2002, c. 18, Sched. P, s. 29 (3-5).

Same

(6.2) The portion of a highway designated under clause (6.1) (a) shall not include more than 500 metres on either side of the portion of the highway where the grade is 6 per cent or higher. 2002, c. 18, Sched. P, s. 29 (3).

- **Preferred truck route** using Bartlett Road (Town of Lincoln) could be established in view of Town of Lincoln Transportation Master Plan. Work to be collaborated with Town to determine viability.
- **Additional Enforcement** should be considered on a regular basis for effectiveness. It can be supplemented with many solutions identified under short-term implementation program, such as traffic calming, preferred truck route, lower speed limits.
- **Complete Streets Treatment** for King between Mountain Street and Ontario Street could be considered to deter trucks movement within this section.
- **Continue to collaborate with local municipalities** as they develop their transportation master plans and other improvement plans.

6.2 Medium-Term:

The following medium-term solutions represents options with mid-range capital investment having moderate operational and maintenance cost:

- **New Escarpment Crossing** will provide an additional alternative route, which could provide relief on major corridors within the study limits. If and When a new crossing is implemented, education to road user would be of prime importance and key to success. A Class Environmental Assessment undertaking for Phase 3 and 4 could be initiated for new crossing.
- **Goods Movement Standing Committee** will require dedicated staff to oversee operation and logistic matters on a continuous basis. The allocation of man power and resources will not only develop and review implementation strategy, but it will also be helpful in monitoring benefits provided through improvements.
- **Infrastructure improvements on existing crossings** would potentially enhance traffic safety and driving experience, which could result in traffic diversion to available alternative routes. This may include but not limited to providing active transportation facilities for consistency and continuity, resurfacing where pavement shows visible sign of deterioration, improved road geometrics.
- **Monitor Electronic Enforcement Advances** such as Tolling, Photo Radar may prove to be an efficient way of deterring heavy vehicle traffic off residential areas and utilizing alternative routes. However, this solution should be considered in conjunction with enforcement.

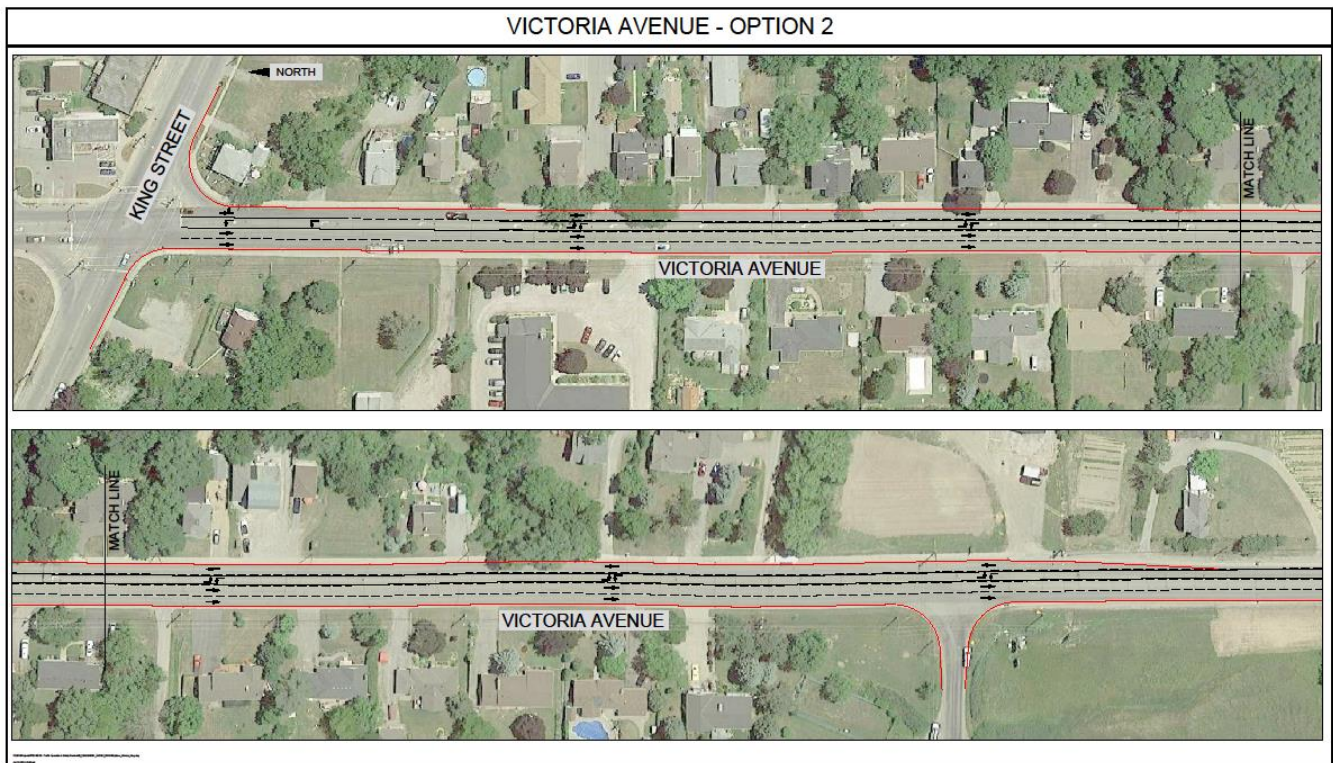
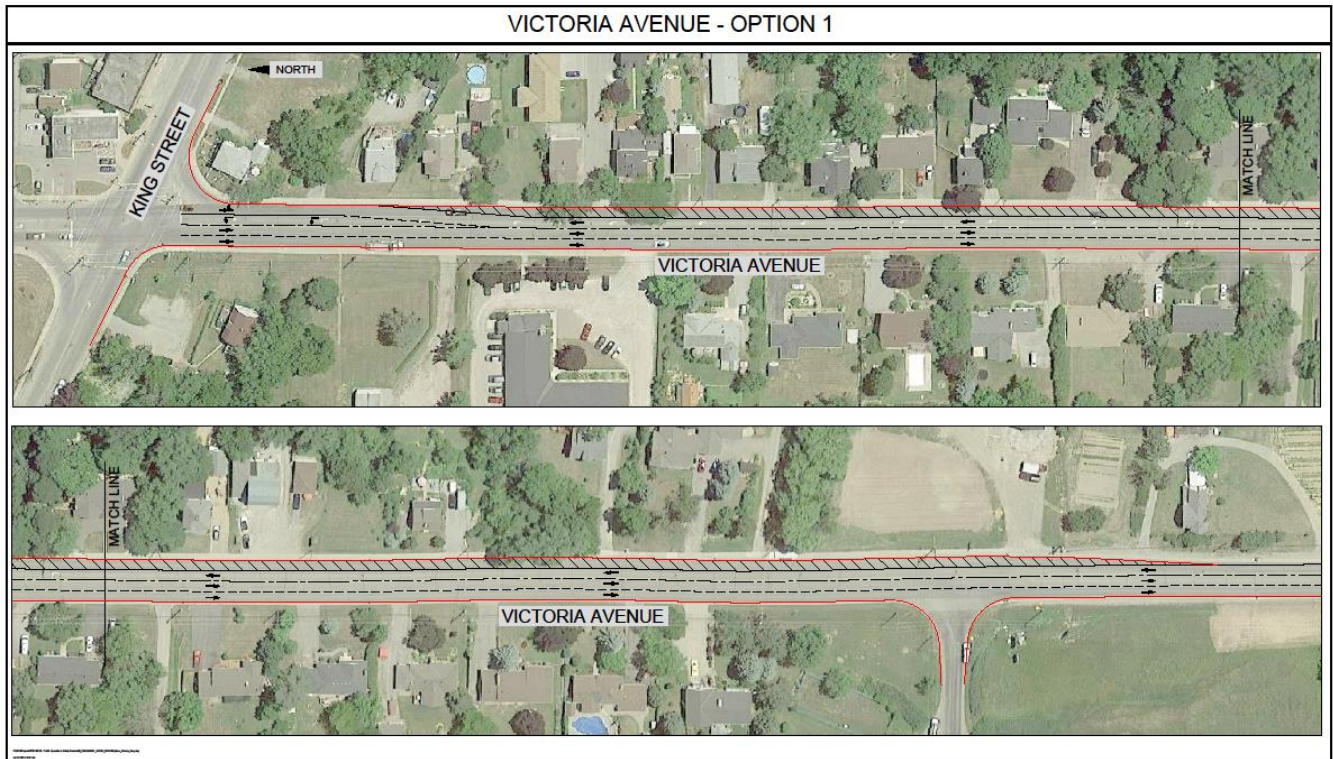
6.3 Long-Term:

The long-term solution for goods movement is a Trade Corridor between Niagara and Hamilton across the escarpment. This will require tremendous effort to gather a consensus amongst municipalities, Regions and stakeholders to fund, implement and maintain. Where this long-term solution will provide greater connectivity, it is also subject to major capital investment, environmental assessment, property acquisitions, design and build challenges.

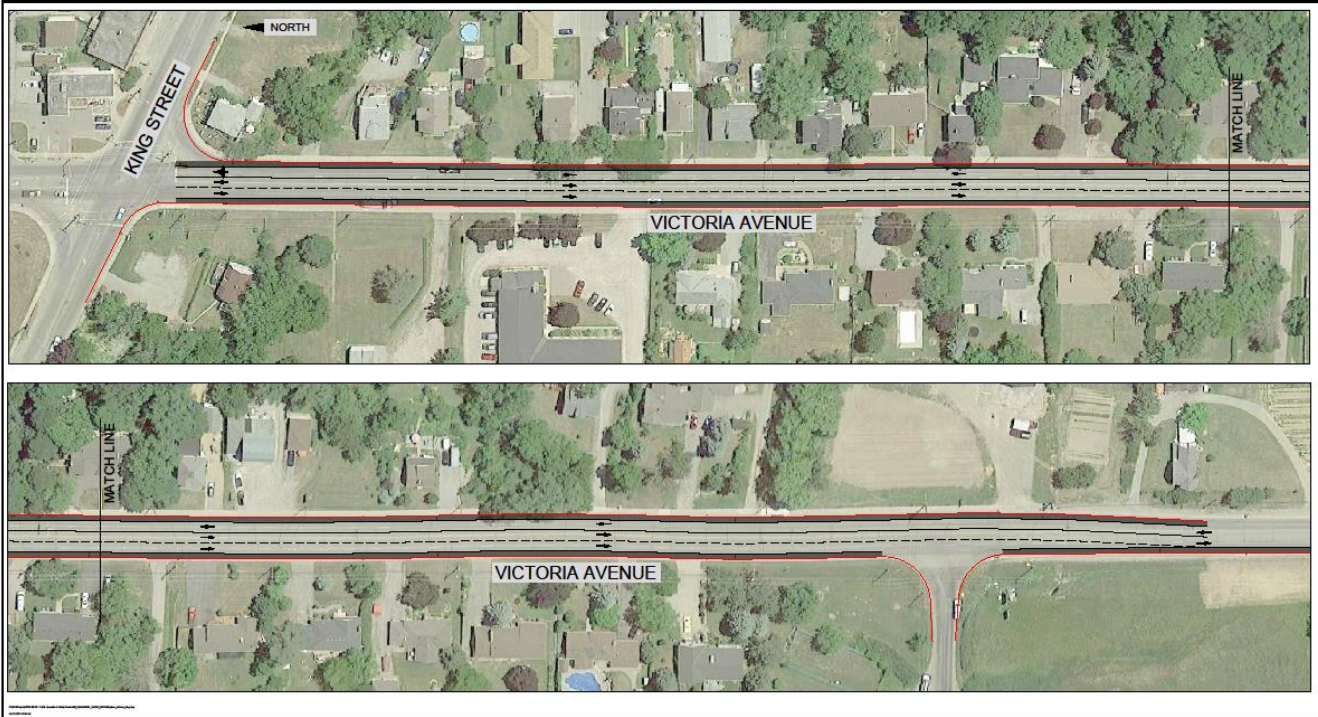
Furthermore, strategic property acquisition should be considered where required, especially at south-west quadrant of Mountain Street (RR18) / King Street (RR81) intersection to facilitate safer and wider turning of heavy vehicles.

Appendix A

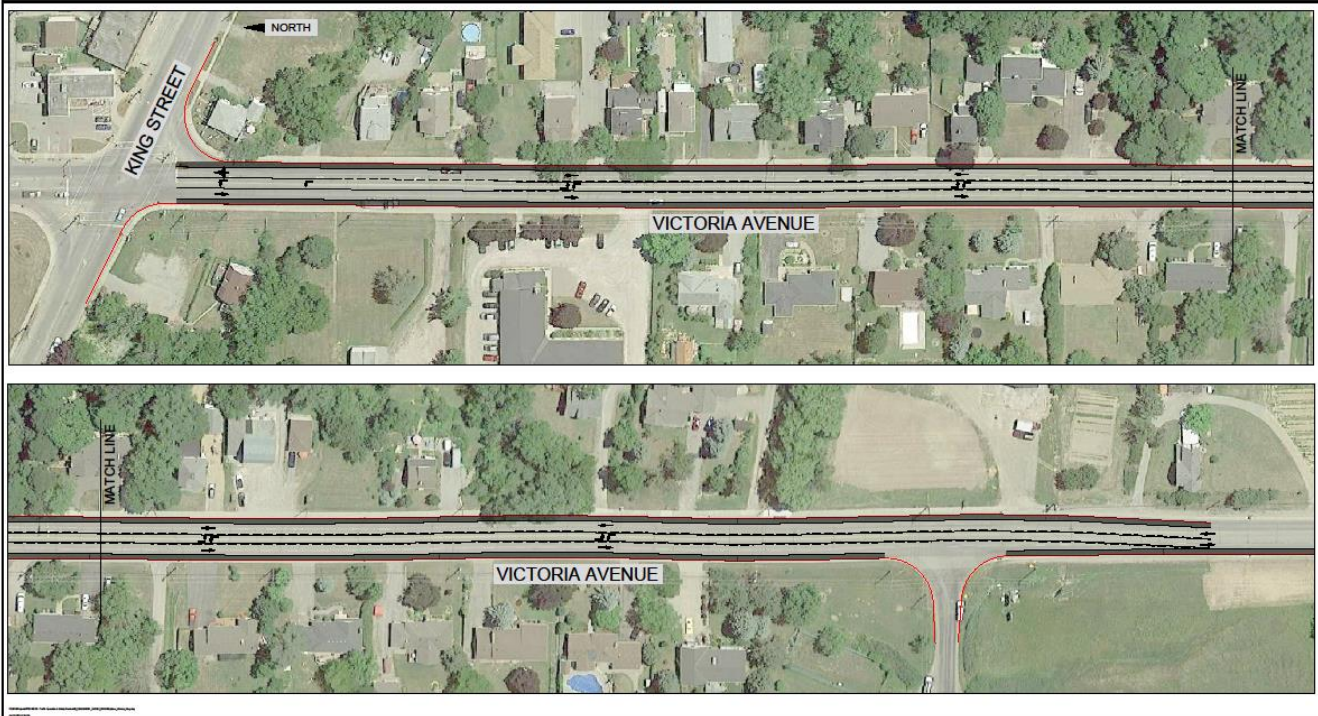
Appendix A: Victoria Ave. (RR 24) Restriping Options



VICTORIA AVENUE - OPTION 3

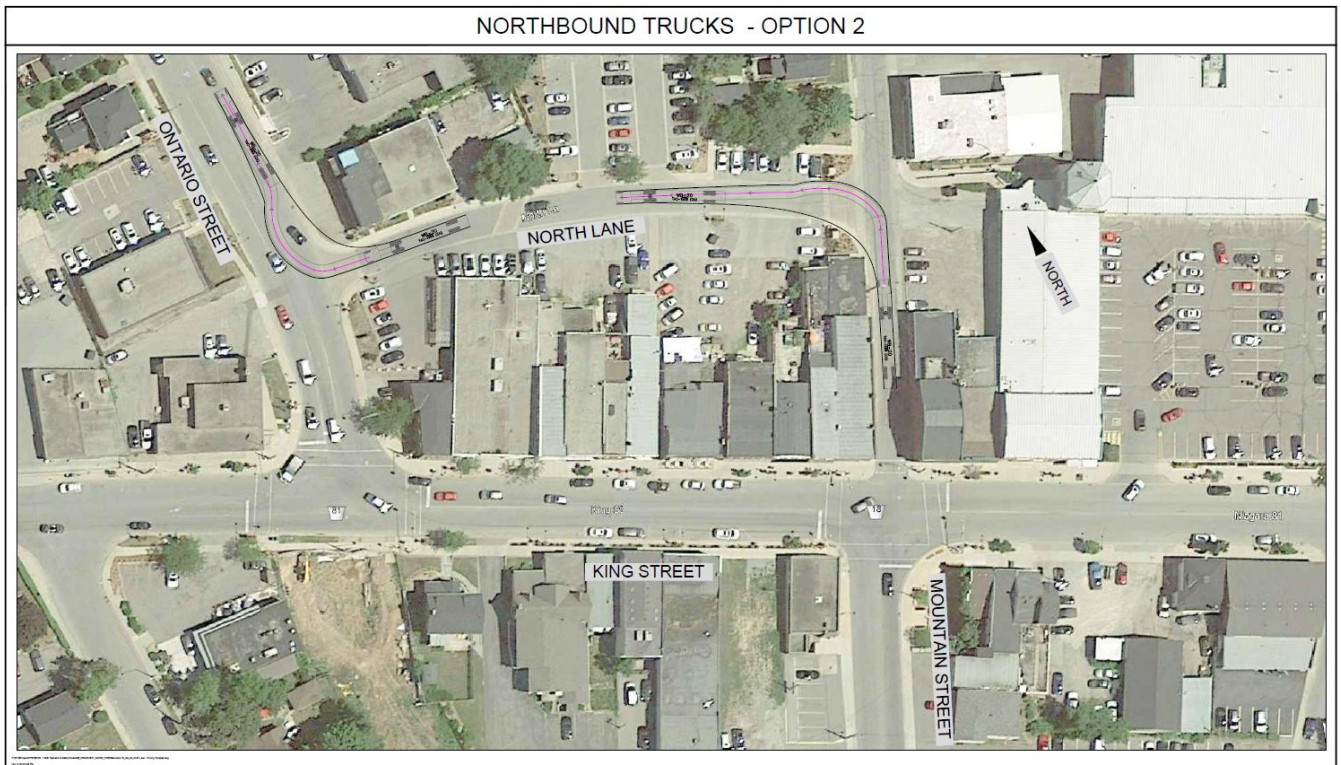
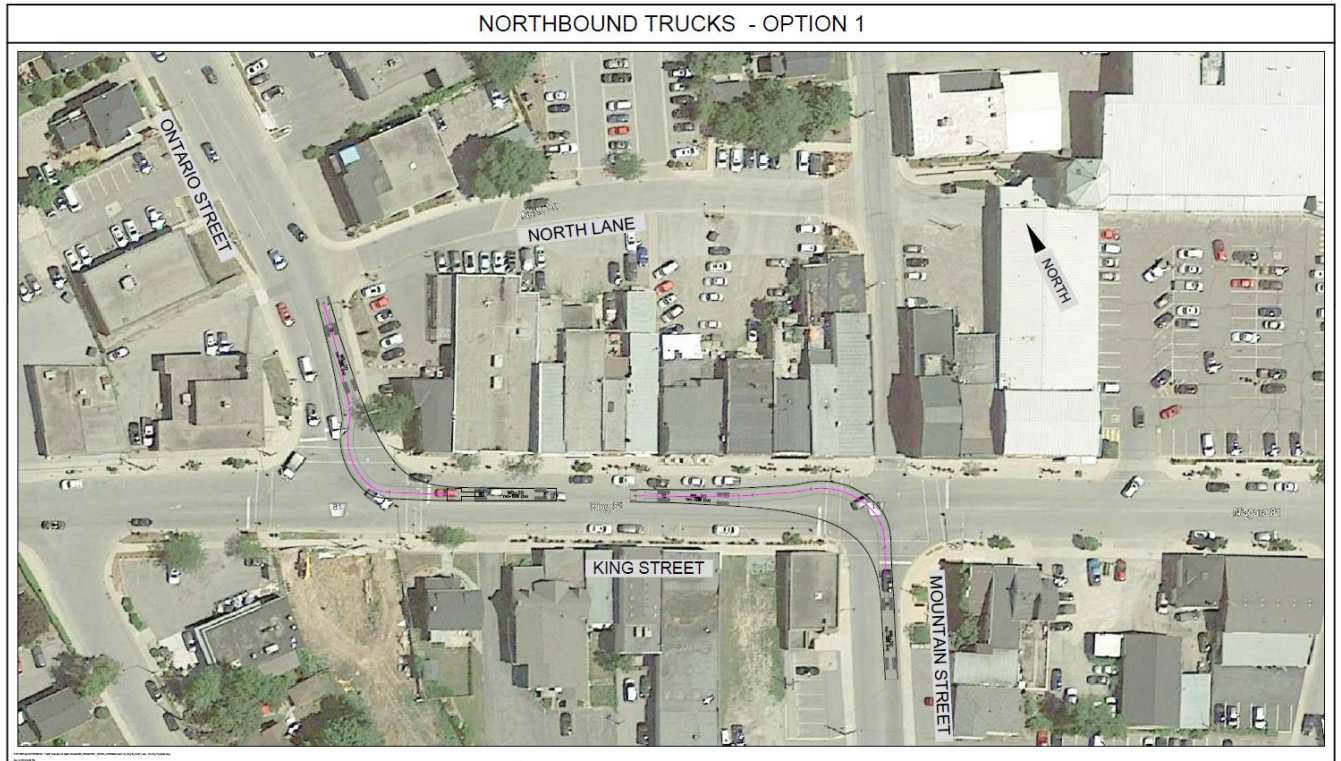


VICTORIA AVENUE - OPTION 4



Appendix B

Appendix B: North Lane Design Options



SOUTHBOUND TRUCKS - OPTION 1



SOUTHBOUND TRUCKS - OPTION 2



MEMORANDUM

PWC-C 17-2020

Subject: Councillor Information Request - Snowplow Costs

Date: June 16, 2020

To: Public Works Committee

From: Shawn McCauley, Associate Director Transportation Operations

The purpose of this memorandum is to provide a response to the following information request made at the Public Works Committee meeting held on January 14, 2020:

Councillor Gale requested information respecting any potential cost savings from snow clearing operations due to the mild winter we have had so far. He also inquired about the duties of plow operators when there is no snow clearing being done.

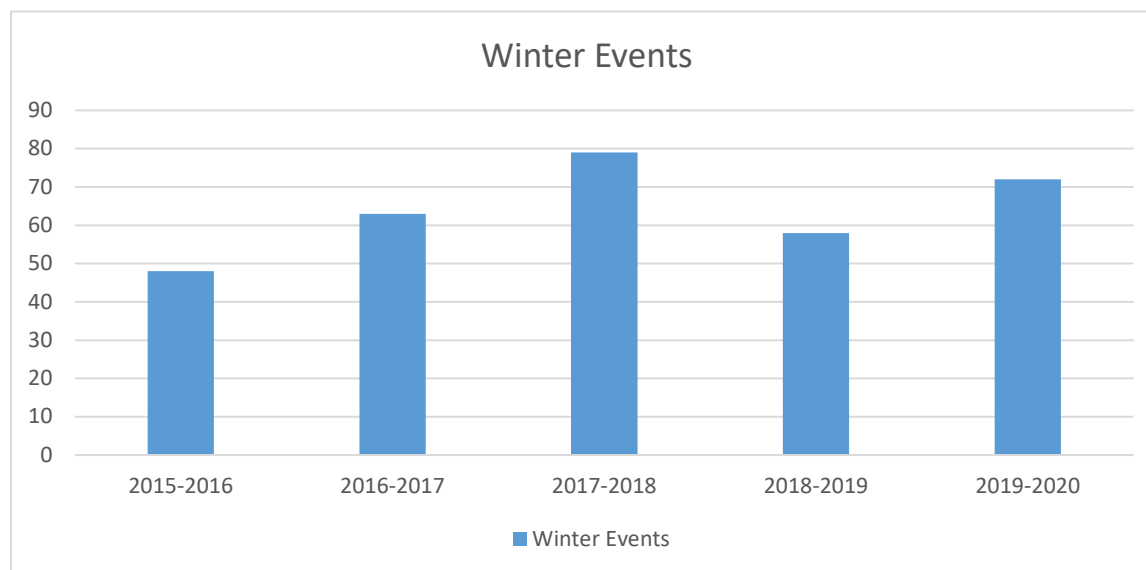
Winter Operations

The Transportation Operations division operates a “hybrid” business model during the winter season utilizing Niagara Region staff, City of St. Catharines staff and an Area Maintenance Contractor (currently Steed and Evans Limited).

- Niagara Region staff maintain 19 plow routes covering 996 lane kilometres.
- City of St. Catharines manages 126 lane kilometres of Regional Roads through amalgamation of Region Roads within in the City’s own routing system.
- Steed and Evans Limited maintains 10 plow routes covering 673 lane kilometres.

Although the 2019 – 2020 winter season was relatively mild, a significant number of smaller winter events were experienced that required a response from our winter operations staff, including several early storms in October and November 2019. The table below shows a summary of winter events over the last five (5) winter seasons. Even though the number of winter events falls within the historical range experienced over the last four (4) winter seasons, the total of 72 winter events is higher than the four (4) year average of 62 winter events.

Table 1: Summary of winter events over the last five (5) winter seasons

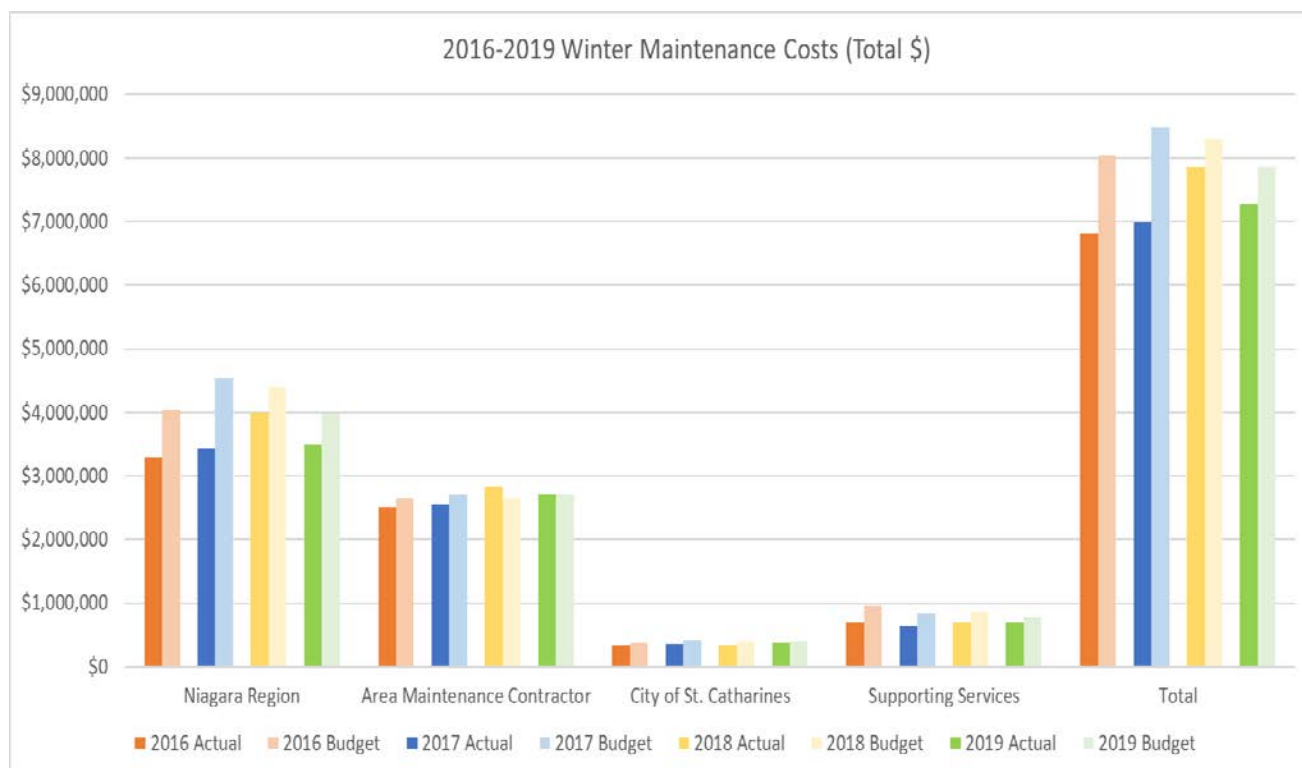


The 2020 operating budget for winter maintenance is \$7,999,226, to date (April 2020) the Niagara Region has incurred costs of \$3,990,863, including savings of \$269,706 on winter materials, \$31,022 on equipment including fuel savings, and \$99,651 on overtime.

The annual winter maintenance budget is broken into four sections, Niagara Region, Area Maintenance Contract, City of St. Catharines and Supporting Winter Services. Costs for supporting winter services include services such as snow fence erection and removal, winter sand cleanup and winter drainage. These services are delivered through a combination of Niagara Region staff and outside contractors. Table 2 summarizes these costs over the last four years.

Appendix 1 - Winter Maintenance Costs - gives a detailed breakdown of actuals versus budget for 2016 to 2019.

Table 2: Winter Cost Summary



Budget savings are reflected in the overall Transportation Services department operating results for the year. In addition, the new area winter maintenance contract has incorporated provisions in it to assist with providing more cost-effective delivery of winter maintenance activities. Report PW 24-2020, recommending the award of the new contract, is to be considered at the June 16, 2020 Public Works Committee.

Winter Maintenance staff have a variety of activities they perform when there is no winter activity forecasted.

Day Shifts/Weekends

During extended periods of warmer weather during the winter months there is a corresponding increase in the need for other road maintenance repair activities to ensure compliance with Ontario Regulation 239/02 (Minimum Maintenance Standards).

1. An increase in freeze thaw cycles which leads to an increase in the need for pothole repair.

2. Shoulder maintenance - milder weather conditions lead to rutting and shoulder drop offs.
3. Drainage maintenance - ensuring culverts and catch basins are functioning.

Night Shifts

1. Washing/cleaning and minor maintenance of all vehicles in the yards. This ensures our fleet is ready to respond, avoids calling in fleet staff on overtime to perform routine maintenance.
2. Yard Maintenance, done in house, reduces costs by not having to utilize a contract cleaning contractor.
3. Receive deliveries of some winter materials after hours. Avoids overtime charges to receive order.
4. Perform brine station preventative maintenance to avoid breakdowns during winter storm events.
5. Snow fence material loaded for the next day. Increases the number of daylight hours spent in the field actually installing fence.
6. Reduce overtime calls to respond to request for service, instead of calling staff in. Night shift staff responds to potholes, debris, drainage problems, signs and trees.
7. The required annual illumination inspection can be completed utilizing night staff without incurring overtime costs.
8. Job training, mandatory health and safety and human resource training is completed during shifts on line.

The shift schedule allows flexibility to add or subtract staff based on weather forecasts, during the start of the schedule if milder conditions are forecasted. The schedule also provides the capability to save on unnecessary overtime costs if weather conditions permit, by not replacing staff who are absent (vacation, sick, etc.) from a scheduled shift.

Other Maintenance items were started due to an early spring:

1. Debris Pickup.
2. Tree Maintenance.
3. Roadside Maintenance.

4. Bridge/ Culvert inspections.
5. Winter Sand Cleanup.
6. Annual Inspections of assets (Bridges, culverts, guide rail).

Respectfully submitted and signed by

Shawn T McCauley, B.B.E., C Tech
Associate Director Transportation Operations

Appendices

Appendix 1 Winter Maintenance Costs

Appendix 1
2016-2019 Winter Maintenance Costs
Budget vs Actuals

Niagara Region

Total Lane Km's Maintained	989	989	990	996
Year	2016	2017	2018	2019
Winter Budget	4,037,881	4,533,599	4,399,064	3,977,551
Winter Actual	3,287,709	3,425,507	3,995,834	3,493,415
Budgeted Cost per lane Km	4,083	4,584	4,443	3,994
Actual Cost per Lane Km	3,324	3,464	4,036	3,507

Area Maintenance Contractor

Total Lane Km's Maintained	668	670	674	673
Year	2016	2017	2018	2019
Winter Budget	2,650,000	2,700,000	2,650,000	2,700,000
Winter Actual	2,504,624	2,559,293	2,821,368	2,719,652
Budgeted Cost per lane Km	3,967	4,030	3,932	4,012
Actual Cost per Lane Km	3,749	3,820	4,186	4,041

City of St. Catharines

Total Lane Km's Maintained	125	122	126	126
Year	2016	2017	2018	2019
Winter Budget	381,000	406,000	400,000	400,000
Winter Actual	329,728	353,490	348,617	378,549
Budgeted Cost per lane Km	3,048	3,328	3,175	3,175
Actual Cost per Lane Km	2,638	2,897	2,767	3,004

Supporting Services

Total Lane Km's Maintained	1782	1781	1790	1795
Year	2016	2017	2018	2019
Winter Budget	968,289	842,888	852,498	768,726
Winter Actual	687,276	648,681	686,215	691,618
Budgeted Cost per lane Km	543	473	476	428
Actual Cost per Lane Km	386	364	383	385

Total

Total Lane Km's Maintained	1782	1781	1790	1795
Year	2016	2017	2018	2019
Winter Budget	8,037,170	8,482,487	8,301,562	7,846,277
Winter Actual	6,809,336	6,986,972	7,852,034	7,283,234
Budgeted Cost per lane Km	4,510	4,763	4,638	4,371
Actual Cost per Lane Km	3,821	3,923	4,387	4,058

MEMORANDUM

PWC-C 19-2020

Subject: Regional Road 38 (Martindale Road) Bridge Structure Closure

Date: June 16, 2020

To: Public Works Committee

From: Mike Wilson, Senior Project Manager

The Public Works Committee awarded Tender 2019-T-157, Reconstruction of Regional Road 38 (Martindale Road) from Fourth Avenue to Barton Street, in the City of St. Catharines to Rankin Construction on June 11, 2019. This contract included the reconstruction of Regional Road 38 (Martindale Road) from Barton Street to Fourth Avenue, a new bridge structure over Highway 406 and the rehabilitation of the existing structure over Highway 406. This contract included cost sharing with the Ministry of Transportation (MTO) and the City of St. Catharines.

The contract included the following staging associated with the construction and the rehabilitation of the structures:

- Completion of the new structure over Highway 406, including on road cycling facilities and sidewalk,
- Transfer both vehicular and pedestrian traffic onto the new structure, to allow full closure of the existing structure,
- The rehabilitation of the existing structure,
- Open the existing structure to north bound traffic and the new structure to south bound traffic, including pedestrian and cycling access.

At the onset of construction prior to the pandemic, the Contractor's schedule was being maintained with the tendered construction staging. They had scheduled to complete the new bridge structure in early 2020, then close the existing structure to complete the rehabilitation.

The contract had experienced only minor delays until the COVID pandemic outbreak, where the Contractor now has indicated a significant concern meeting the completion date. The supply of the pre-cast girders has been impacted by the regulations imposed

by the Provincial Government. The full effect of this delay is still unknown. Since the new structure has been significantly delayed, this has impacted the overall project schedule.

The project team has explored many options to allow the construction to proceed as timely as possible and avoid significant delays. The recommendation from staff is to close the existing structure on Regional Road 38 (Martindale Road) over Highway 406 to vehicular traffic, while maintaining pedestrian access before the new structure is operational. This will allow the rehabilitation of the existing structure to proceed while the Contractor continues to work on the supply of girders for new structure, at a slower rate than anticipated, due to the COVID regulations.

The Project team has discussed this option with the City of St. Catharines Fire Services as they have a Fire Station at 149 Martindale Road. Fire Services can make alternate arrangements to access Fourth Ave via alternative routes. Niagara Region staff has also discussed a variety of options with the City of St Catharines staff and have concluded this closure provides the most desirable long term outcome for the public. The closing of the existing structure will have minimal to no financial impact on the project as the items included in the rehabilitation are already accounted for. If the project is delayed into 2021, there may be additional costs to Niagara Region to address these delays, although the extent of these financial impacts as a result of the Pandemic are not yet known.

As part of the review of alternative options, the Project team also reviewed the impact to the travelling public, if the Martindale Road structure rehabilitation is not completed in 2020. If the bridge structure over Highway 406 is not completed and opened in 2020 as originally scheduled, there will be additional coordination and planning required with scheduled construction projects by the MTO (rehabilitation of the Fourth Avenue structure over Highway 406) and Niagara Region (the replacement of the St Paul Street West bridge structure) in 2021. Our intent is to have Martindale Road open to alleviate traffic congestion and reduce the required number of detours in this area in considering the scheduled 2021 construction projects.

If the structures on Martindale Road are not operational by 2021, there will be an increase in traffic congestion and concerns with the Ministry of Labour's requirements for meeting proper construction project separation and space while completing their planned works. To avoid these impacts, staff recommend closing Martindale Road to vehicular traffic while maintaining pedestrian access for approximately 12-15 weeks to

allow the rehabilitation during this time when the traffic volumes are lower due to the pandemic.

To inform the public of this impact, Niagara Region will place road closure notification signage on Martindale Road prior to the closure to inform the public. Notices will be placed on Niagara Region's website and circulated to the City of St. Catharines. Emergency Services, City and Regional Transit and Waste collection companies will be notified in advance of any closure. The recommended option has been reviewed with the MTO, and they have no objection to this closure. Detour routes will be posted, and Niagara Region will work with the City of St. Catharines on acceptable detour routes. Access to commercial businesses along Fourth Avenue will not be impacted as these businesses have access from Fourth Avenue.

Respectfully submitted and signed by

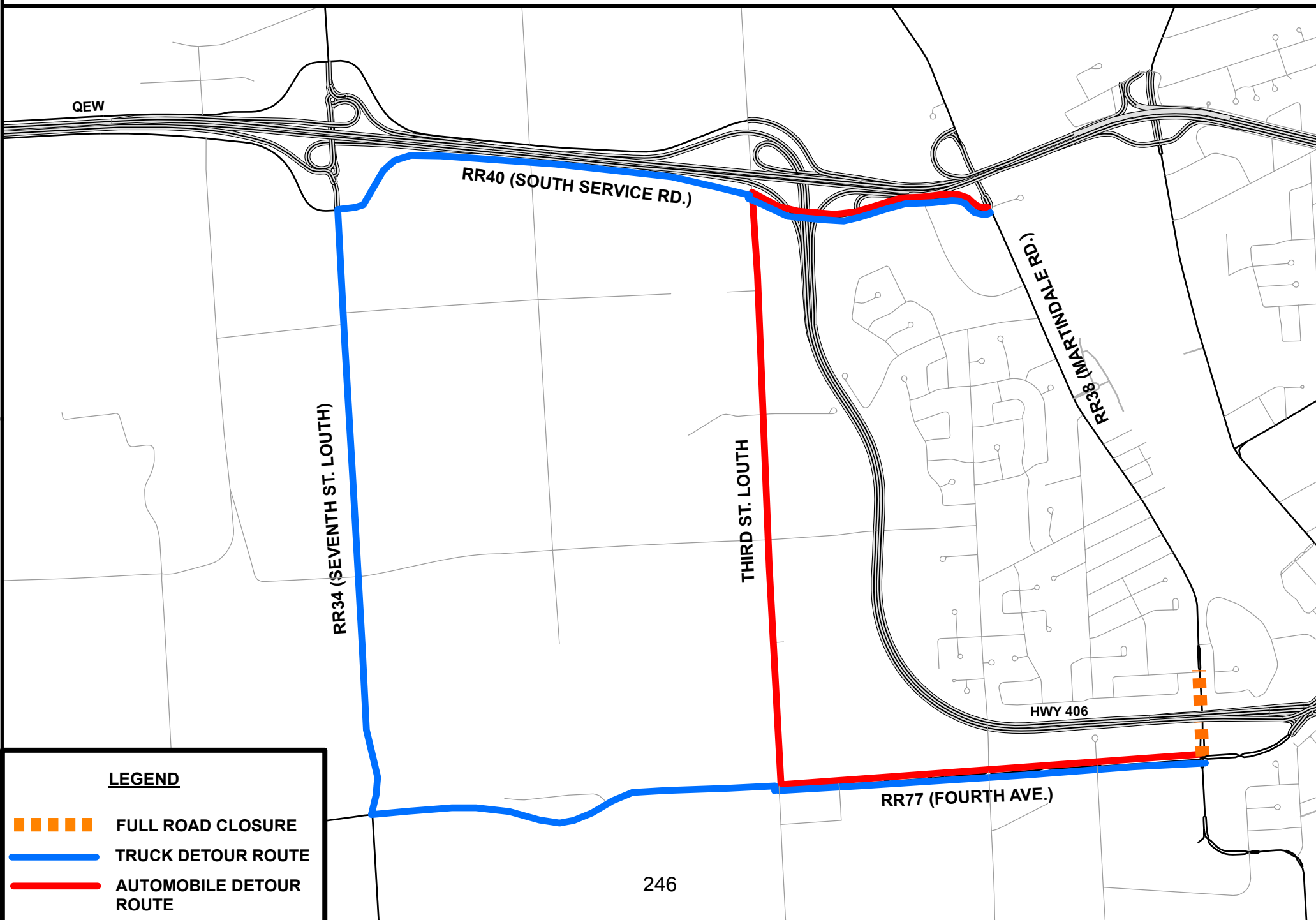
Mike Wilson, A.Sc.T., PMP
Senior Project Manager
Transportation Engineering

Appendices

Appendix 1: Key Map

RR38 (MARTINDALE ROAD) BRIDGE STRUCTURE CLOSURE
CITY OF ST. CATHARINES

N



MEMORANDUM

PWC-C 18-2020

Subject: Procurement Progress Report Liquid Biosolids & Residual Management
Date: June 16, 2020
To: Public Works Committee
From: Bart Menage, Director Procurement & Strategic Acquisitions

As requested at the February 11, 2020 Public Works Committee, Procurement provides the following Progress Report for the Liquid Biosolids & Residuals Management Program.

On May 22, 2020 Procurement Staff, in consultation with Water Wastewater Staff and with the support of the Fairness Commissioner and Subject Matter Expert retained by the Region for this project, posted the Request for Proposal 2020-RFP-60: Liquid Biosolids and Residuals Management Program to Bids and Tenders with a scheduled closing of 2:00 PM on June 23, 2020.

At this project is now an openly posted and active procurement, Niagara Region is in a “blackout period” until such time as the agreement is executed between Niagara Region and the Council approved Proponent. As such, in accordance with section 31(c) of the Procurement By-law, any and all requests for information and/or communications related to this project shall be directed through Procurement to the RFP Contact named in the bid document. This not only protects the integrity and transparency of the process but also ensures the availability of key information including questions-and-answers to all Proponents through the issuance of addenda.

It is Staff’s intention to bring forward a report with a recommendation for the award of this contract to the Public Works Committee scheduled for July 17, 2020.

Respectfully submitted and signed by

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

Minute Item No. 5.1

PHD 3-2020

Approval of the 2019-2020 Public Health Program Audits

That Report PHD 3-2020, dated June 16, 2020, respecting Approval of the 2019-2020 Public Health Program Audits, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the draft audited schedules of revenue and expenses for the following programs for the fiscal year ended March 31, 2020, **BE APPROVED**:
 - 1.1 Ambulance Communication Services (Appendix 1)
 - 1.2. Community Mental Health Program (Appendix 2);
2. That the annual reconciliation return for the following program for the fiscal year ended March 31, 2020, **BE APPROVED**:
 - 2.1. Community Mental Health Program (Appendix 3);
3. That staff **BE DIRECTED** to co-ordinate with the auditor to finalize the statements as presented; and
4. That Report PHD 3-2020 **BE FORWARDED** to the Region's Audit Committee for information.

Minute Item No. 5.2

COM 11-2020

Approval of 2019/2020 Community Services Program Audits

That Report COM 11-2020, dated June 16, 2020, respecting Approval of 2019/2020 Community Services Program Audits, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the draft audited annual reconciliation return for the Community Support Service Program (Appendix 1) for the year ended December 31, 2019, **BE APPROVED**;
2. That the draft audited schedule of Revenue and Expenses for the Reaching Home Program (Appendix 2) for the year ended March 31, 2020, **BE APPROVED**;
3. That staff **BE DIRECTED** to co-ordinate with the auditor to finalize the statements as presented; and
4. That Report COM 11-2020 **BE FORWARDED** to the Region's Audit Committee for information.

Minute Item No. 6

Consent Items for Information

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

PHD-C 3-2020

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

COM-C 19-2020

COVID-19 Response and Business Continuity in Community Services

COM 12-2020

Niagara Prosperity Initiative 2020 Update

COM 13-2020

Seniors Services Quality Improvement Report – January to March 2020

COM 14-2020

Homelessness Services Report 2019

COM-C 16-2020

Niagara Regional Housing Quarterly Report January 1 to March 31, 2020

COM-C 17-2020

Long-Term Care Home Redevelopment Status Updates

COM-C 18-2020

Activities related to Niagara's 10-Year Housing and Homelessness Action Plan for March, April and May 2020

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

**PHSSC 5-2020
Tuesday, June 16, 2020
Council Chamber/Teleconference
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

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

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

Absent/Regrets: Chiocchio (Committee Co-Chair)

Staff Present in the Council Chamber: M. Elia, 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: B. Brens, Manager, Program Financial Support, C. Cousins, Director, Homelessness and Community Engagement, D. Edgar, Director, Children's Services, Dr. A. Feller, Associate Medical Officer of Health, H. Koning, Director, Senior Services, K. Lotimer, Legislative Coordinator, K. Smith, Chief/Director, Emergency Medical Services, M. Todd, Manager, Social Assistance & Employment Opportunities, R. Tripp, Acting Chief Administrative Officer, L. Watson, Director, Social Assistance and Employment Opportunities

1. CALL TO ORDER

Committee Co-Chair Greenwood called the meeting to order at 1:01 p.m.

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. PRESENTATIONS

There were no presentations.

4. DELEGATIONS

4.1 Disability Exclusion - Niagara Prosperity Initiative 2020 Budget Submission (Agenda Item 6.1)

Moved by Councillor Villella
Seconded by Councillor Whalen

That Robert Cameron, resident, City of St. Catharines, **BE PERMITTED** to appear before Committee as a delegate respecting Disability Exclusion – Niagara Prosperity Initiative 2020 Budget Submission (Agenda Item 6.1).

Carried

Mr. Cameron, resident, City of St. Catharines, appeared before Committee to express concerns with the exclusion of funding for the disabled community within the Niagara Prosperity Initiative process.

5. ITEMS FOR CONSIDERATION

5.1 PHD 3-2020

Approval of the 2019-2020 Public Health Program Audits

Moved by Councillor Insinna
Seconded by Councillor Gibson

That Report PHD 3-2020, dated June 16, 2020, respecting Approval of the 2019-2020 Public Health Program Audits, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the draft audited schedules of revenue and expenses for the following programs for the fiscal year ended March 31, 2020, **BE APPROVED**:
 - 1.1 Ambulance Communication Services (Appendix 1)
 - 1.2. Community Mental Health Program (Appendix 2);
2. That the annual reconciliation return for the following program for the fiscal year ended March 31, 2020, **BE APPROVED**:
 - 2.1. Community Mental Health Program (Appendix 3);
3. That staff **BE DIRECTED** to co-ordinate with the auditor to finalize the statements as presented; and
4. That Report PHD 3-2020 **BE FORWARDED** to the Region's Audit Committee for information.

Carried

5.2 COM 11-2020

Approval of 2019/2020 Community Services Program Audits

Moved by Councillor Butters

Seconded by Councillor Nicholson

That Report COM 11-2020, dated June 16, 2020, respecting Approval of 2019/2020 Community Services Program Audits, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the draft audited annual reconciliation return for the Community Support Service Program (Appendix 1) for the year ended December 31, 2019, **BE APPROVED**;
2. That the draft audited schedule of Revenue and Expenses for the Reaching Home Program (Appendix 2) for the year ended March 31, 2020, **BE APPROVED**;
3. That staff **BE DIRECTED** to co-ordinate with the auditor to finalize the statements as presented; and
4. That Report COM 11-2020 **BE FORWARDED** to the Region's Audit Committee for information.

Carried

6. **CONSENT ITEMS FOR INFORMATION**

Moved by Councillor Jordan

Seconded by Councillor Whalen

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

PHD-C 3-2020

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

COM-C 19-2020

COVID-19 Response and Business Continuity in Community Services

COM 12-2020

Niagara Prosperity Initiative 2020 Update

COM 13-2020

Seniors Services Quality Improvement Report – January to March 2020

COM 14-2020

Homelessness Services Report 2019

COM-C 16-2020

Niagara Regional Housing Quarterly Report January 1 to March 31, 2020

COM-C 17-2020

Long-Term Care Home Redevelopment Status Updates

COM-C 18-2020

Activities related to Niagara's 10-Year Housing and Homelessness Action Plan for March, April and May 2020

Carried

Councillor Information Request(s):

That Public Health staff contact the City of Guelph to obtain information about the method used to order the mandatory wearing of masks (PHD-C 3-2020).
Councillor Witteveen.

7. OTHER BUSINESS

7.1 Endorsement of Resolution Respecting Basic Income for Income Security During COVID-19 Pandemic and Beyond (CWCD 142-2020)

Moved by Councillor Ip

Seconded by Councillor Butters

1. That Regional Council **ENDORSE** the correspondence sent by Simcoe Muskoka District Health regarding Basic Income for Income Security during COVID-19 Pandemic and Beyond (CWCD 142-2020);
2. That the Regional Chair **WRITE** a letter to Prime Minister Justin Trudeau, Deputy Prime Minister Chrystia Freeland, and Finance Minister Morneau indicating that we support the recommendation from Simcoe Muskoka District Health that the Federal government take swift and immediate action on the evolution of the CERB Benefit into legislation for a basic income as an effective long-term response to the problems of income security, persistent poverty, and household food insecurity, as well as a response to the economic impact of the COVID-19 pandemic; and
3. That the letter **BE FORWARDED** to Premier Ford, Deputy Premier and Minister of Health Christine Elliott, Minister of Finance Rod Phillips, Niagara MPs and MPPs, Niagara local area municipalities, Association of Local Public Health Agencies, Ontario Public Health Association, and Ontario Boards of Health.

Moved by Councillor Rigby
Seconded by Councillor Foster

That the motion respecting Basic Income for Income Security During COVID-19 Pandemic and Beyond, **BE REFERRED** to the Public Health and Social Services Committee meeting being held on July 14, 2020, to allow staff to provide Committee members with information and recommendations respecting basic income for income security.

Recorded Vote:

Yes (10): Bellows, Foster, Gibson, Greenwood, Insinna, Jordan, Nicholson, Rigby, Villella, Whalen.

No (4): Butters, Ip, Sendzik, Witteveen.

Carried

7.2 Re-opening of Public Spaces

Councillor Whalen enquired as to whether Public Health staff have been coordinating with the local area municipalities with respect to the re-opening of public spaces such as playgrounds and pools. Dr. Hirji, Acting Medical Officer of Health/Commissioner, Public Health, advised that discussions with the local area municipalities take place on a weekly basis with the goal of coordinating an approach for the re-openings wherever possible.

7.3 Expression of Thanks

Councillor Greenwood expressed thanks to all Regional employees for the work being done during the COVID-19 pandemic to help make Niagara a safe place to live.

8. **NEXT MEETING**

The next meeting will be held on Tuesday, July 14, 2020, at 1:00 p.m.

9. **ADJOURNMENT**

There being no further business, the meeting adjourned at 2:43 p.m.

Councillor Greenwood
Committee Co-Chair

Kelly Lotimer
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

Subject: Approval of the 2019-2020 Public Health & Emergency Services Program Audits

Report to: Public Health and Social Services Committee

Report date: Tuesday, June 16, 2020

Recommendations

1. That the draft audited schedules of revenue and expenses for the following programs for the fiscal year ended March 31, 2020, **BE APPROVED**:
 - 1.1. Ambulance Communication Services (Appendix 1)
 - 1.2. Community Mental Health Program (Appendix 2)
2. That the annual reconciliation return for the following program for the fiscal year ended March 31, 2020, **BE APPROVED**:
 - 2.1. Community Mental Health Program (Appendix 3)
3. That staff **BE DIRECTED** to co-ordinate with the auditor to finalize the statements as presented; and
4. That Report PHD 3-2020 **BE FORWARDED** to the Region's Audit Committee for information.

Key Facts

- The purpose of this report is to obtain approval of the audited schedules of revenues and expenses in accordance with the provincial requirements.
- The Ministry submission deadlines for Ambulance Communication Services and Community Mental Health are both June 30, 2020.
- As per Financial Reporting and Forecasting Policy (C-F-020), other financial statements or schedules performed for Ministry funding purposes, will be recommended for approval to Council by the standing Committee with oversight of the program. Upon approval by Council, the department Commissioner, or delegated authority, and the Treasurer will be authorized to sign the auditor's representation letter to obtain the auditor's signed report. The approved statements will then be forwarded to Audit Committee for information.

Financial Considerations

The schedules of revenue and expense (“financial schedules”) have been prepared in compliance with legislation and in accordance with the requirements and policies stipulated by the corresponding Ministry.

Draft copies of the financial schedules for the year ended March 31, 2020 are attached as Appendix 1-3.

The financial schedules are prepared specifically for the purposes of meeting the requirements outline in the service agreements with the funding Ministries. The financial schedules have been prepared in compliance with legislation and in accordance with the requirements and policies stipulated by the corresponding Ministry.

The financial schedules for Public Health & Emergency Services Programs are a Ministry requirement as noted in the audit reports for each of the respective programs as follows:

Ambulance Communication:

“The schedule is prepared to assist the Region in complying with the financial reporting provisions of the agreement dated May 28, 2010 between the Ontario Ministry of Health and Long-Term Care and the Regional Municipality of Niagara. As a result, the schedule may not be suitable for another purpose.”

Community Mental Health Program:

“The schedule is prepared to assist the Region in complying with the financial reporting provisions of the agreement dated April 1, 2019 between the Hamilton Niagara Haldimand Brant Local Health Integration Network and the Regional Municipality of Niagara. As a result, the schedule may not be suitable for another purpose.”

Analysis

The audits of these Public Health & Emergency Services Programs were completed by the Region’s external auditors, Deloitte. The auditors have indicated that, based on their review, nothing has come to their attention that causes them to believe that this information is not, in all material respects, in accordance with the respective Ministry requirements identified.

The recommendation for approval of audited schedules performed for Ministry funding purposes rests with the Committee to which the department responsible for the funding reports. Upon approval by the Committee, these schedules are referred to Audit Committee for information. Then the department's Commissioner and Treasurer will be authorized to sign the auditor's representation letter to obtain the auditors signed report.

Below is a summary of the results of the audited financial schedules:

- Ambulance Communication Services – This program has no funds returnable for the reporting period ending March 31, 2020 as the Region has expended \$169,255 in excess of the provincial grant for the period.
- Community Mental Health Program – This program has no funds returnable for the reporting period ending March 31, 2020 as the Region has expended \$9,604 in excess of the provincial grant for the period.

These schedules are subject to minor wording changes once schedules are finalized.

Alternatives Reviewed

The audited financial schedules and annual reconciliation return are a Ministry requirement and therefore no alternatives are available.

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

None.

Prepared by:

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

Recommended by:

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

Submitted by:

Ron Tripp, P.Eng.

Acting Chief Administrative Officer

This report was prepared in consultation with Michael Leckey, Program Financial Specialist.

Appendices

Appendix 1 Ambulance Communication Services – Schedule of Revenue and Expenses

Appendix 2 Community Mental Health Program – Schedule of Revenue and Expenses

Appendix 3 Community Mental Health Program – Annual Reconciliation Return

Schedule of revenues and
expenditures
The Regional Municipality of Niagara
Public Health Department
Ambulance Communications Service

March 31, 2020

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Schedule of revenues and expenditures	3
Notes to the schedule of revenues and expenditures	4-5

Independent Auditor's Report

To the Regional Municipality of Niagara and the Ontario Ministry of Health and Long-Term Care

Opinion

We have audited the accompanying schedule of revenues and expenditures of the Regional Municipality of Niagara Public Health Department – Ambulance Communications Service (the “Program”), for the year ended March 31, 2020 and notes to the schedule (collectively referred to as the “schedule”).

In our opinion, the accompanying schedule of the Program for the year ended March 31, 2020 is prepared, in all material respects, in accordance with the financial reporting provisions of the agreement dated May 28, 2010 between the Ontario Ministry of Health and Long-Term Care and the Regional Municipality of Niagara (the “guidelines”).

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 Schedule* section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the schedule 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.

Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the schedule, which describes the basis of accounting. The schedule is prepared to assist the Region in complying with the financial reporting provisions of the agreement dated May 28, 2010 between the Ontario Ministry of Health and Long-Term Care and the Regional Municipality of Niagara. As a result, the schedule may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Schedule

Management is responsible for the preparation of the schedule in accordance with the guidelines, and for such internal control as management determines is necessary to enable the preparation of the schedule that is free from material misstatement, whether due to fraud or error.

Those charged with governance are responsible for overseeing the Region’s financial reporting process.

Auditor’s Responsibilities for the Audit of the Schedule

Our objectives are to obtain reasonable assurance about whether the schedule is 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 this schedule.

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 schedule, 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, if any, and related disclosures made by management.

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.

Chartered Professional Accountants
Licensed Public Accountants
June 25, 2020

The Regional Municipality of Niagara Public Health Department
Ambulance Communications Service
Schedule of revenues and expenditures
For the year ended March 31, 2020

	Notes	2020 Budget \$	2020 Actual \$	2019 Actual \$
Revenues				
Provincial grant		6,196,319	6,196,294	5,686,704
Other income		—	8,505	10,248
		6,196,319	6,204,799	5,696,952
Expenditures				
Salaries and benefits				
Salaries and wages		4,029,828	4,209,239	4,054,990
Employee benefits		1,468,160	1,459,471	1,415,858
Transportation and communications		154,012	154,846	178,494
Services and rentals		237,381	244,415	227,744
Supplies and equipment		56,890	34,025	18,956
Administrative costs	2	250,048	287,310	316,844
Total expenditures		6,196,319	6,389,306	6,212,886
Ineligible administration costs	2	—	(15,252)	(15,781)
Total eligible expenditures		6,196,319	6,374,054	6,197,105
Excess of expenditures over revenues		—	(169,255)	(500,153)

The accompanying notes to the Schedule are an integral part of this Schedule.

The Regional Municipality of Niagara Public Health Department
Ambulance Communications Service
Notes to the schedule of revenues and expenditures
 March 31, 2020

1. Significant accounting policies

Basis for presentation

The schedule of revenues and expenditures is prepared in accordance with the agreement dated May 28, 2010 between the Ontario Ministry of Health and Long-Term Care and the Regional Municipality of Niagara.

The agreement requires the Schedule to be prepared in a manner consistent with generally accepted accounting principles ("GAAP"). Management of the Regional Municipality of Niagara Public Health Department has interpreted GAAP to be the recognition and measurement principles of the Canadian public sector accounting standards related specifically to revenues and expenditures, and not the presentation principles or the presentation of all the financial statements and note disclosures required by GAAP for a complete set of financial statements.

Revenues and expenditures

Revenues are reported on the accrual basis of accounting.

Expenditures are recorded if they are eligible for the program and incurred in the year.

Capital assets

Tangible capital assets acquired are reported as an expenditure, amortization is not recorded.

Employee future benefits

Employee future benefits are provided which will require funding in future periods. These benefits include sick leave, benefits under the Workplace Safety and Insurance Board ("WSIB") Act, and life insurance, extended health and dental benefits for early retirees. These benefits are recorded on a cash basis.

Use of estimates

Since precise determination of many assets and liabilities is dependent upon future events, the preparation of a periodic schedule involves the use of estimates and approximations. These have been made using careful judgements.

2. Administration costs

The program records direct operating expenditures to their respective activity. In addition, in 2013, the Region established its first consolidated allocation policy with a guiding principle of more closely aligning indirect costs with the support programs and services as defined by the Province in the Financial Information Return (FIR). The new methodology allocates these indirect costs to end programs/services based on usage drivers.

Under this methodology, all departments providing program/service support functions will allocate their costs using drivers specific to each type of expense.

The Regional Municipality of Niagara Public Health Department
Ambulance Communications Service
Notes to the schedule of revenues and expenditures
 March 31, 2020

2. Administration costs (continued)

Administration costs, which have been allocated, are:

	2020	2019
	\$	\$
Accounting services	6,492	7,757
Capital levy	10,252	7,997
Debt costs	4,999	7,784
Financial management	25,922	4,815
Human resources services	39,024	33,157
IT program support services and project costs	74,879	108,730
Land ambulance shared services	71,223	67,270
Legal services	1,404	1,706
Payroll services	49,525	72,575
Printing costs	192	310
Procurement services	3,317	4,719
Property management	81	24
	287,310	316,844

As per this program's funding agreement the following administration costs are considered ineligible and have been shown as a reduction of expense on the schedule of revenues and expenditures:

	2020	2019
	\$	\$
Capital levy	10,253	7,997
Debt costs	4,999	7,784
	15,252	15,781

3. Budget data

The budget data presented in the Schedule is based on the budget data submitted to the Ontario Ministry of Health and Long-Term Care.

Schedule of revenue and expenses
The Regional Municipality of Niagara
Public Health Department
Community Mental Health Program

March 31, 2020

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Independent Auditor's Report

To the Members of Council of the Regional Municipality of Niagara and the Hamilton Niagara Haldimand Brant Local Health Integration Network

Opinion

We have audited the accompanying schedule of revenue and expenses of the Regional Municipality of Niagara Public Health Department – Community Mental Health Program (the "Program"), for the year ended March 31, 2020 and notes to the schedule (collectively referred to as the "schedule").

In our opinion, the accompanying schedule of the Program for the year ended March 31, 2020 is prepared, in all material respects, in accordance with the financial reporting provisions of the agreement dated April 1, 2019 between the Hamilton Niagara Haldimand Brant Local Health Integration Network and the Regional Municipality of Niagara (the "guidelines").

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 Schedule* section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the schedule 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.

Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the schedule, which describes the basis of accounting. The schedule is prepared to assist the Region in complying with the financial reporting provisions of the agreement dated April 1, 2019 between the Hamilton Niagara Haldimand Brant Local Health Integration Network and the Regional Municipality of Niagara. As a result, the schedule may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Schedule

Management is responsible for the preparation of the schedule in accordance with the guidelines, and for such internal control as management determines is necessary to enable the preparation of the schedule that is free from material misstatement, whether due to fraud or error.

Those charged with governance are responsible for overseeing the Region's financial reporting process.

Auditor's Responsibilities for the Audit of the Schedule

Our objectives are to obtain reasonable assurance about whether the schedule is 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 this schedule.

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 schedule, 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, if any, and related disclosures made by management.

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.

Chartered Professional Accountants
Licensed Public Accountants
June 25, 2020

The Regional Municipality of Niagara Public Health Department
Community Mental Health Program
Schedule of revenue and expenses
Year ended March 31, 2020

	Notes	2020 Budget \$	2020 Actual \$	2019 Actual \$
Revenue				
Province of Ontario Grants		6,461,068	6,461,065	6,138,731
Miscellaneous		1,000	4,637	9,536
		6,462,068	6,465,702	6,148,267
Expenses				
Compensation				
Salaries		4,862,984	4,704,113	4,487,033
Employee benefits		1,020,030	913,073	865,970
		5,883,014	5,617,186	5,353,003
Service costs				
Administration costs	3	39,500	501,707	452,073
Audit and other professional fees		2,693	7,143	6,613
Computer maintenance and supplies		4,787	27,152	3,943
Other expenses		47,423	154,200	96,853
Printing, postage, stationery and office supplies		11,600	16,809	14,882
Rent and property taxes		239,674	308,360	267,039
Staff education		16,138	82,531	45,207
Telephone		19,000	17,342	14,918
Travel		198,239	205,083	187,520
		579,054	1,320,327	1,089,048
Total expenses		6,462,068	6,937,513	6,442,051
Ineligible administration costs	3	—	462,207	412,573
Total eligible expenses		6,462,068	6,475,306	6,029,478
(Deficiency) excess revenue over eligible expenditures		—	(9,604)	118,789

The accompanying notes to the Schedule are an integral part of this Schedule.

1. Significant accounting policies

The schedule of revenue and expenses has been prepared for the Hamilton Niagara Haldimand Brant Local Health Integration Network. The agreement requires the Schedule to be prepared in a manner consistent with generally accepted accounting principles ("GAAP"). Management of the Regional Municipality of Niagara has interpreted GAAP to be recognition and measurement principles in accordance with Canadian Public Sector Accounting Standards, except that it does not provide for employee future benefits and does not capitalize and amortize tangible capital assets. Management has further interpreted that GAAP does not include the presentation principles or the presentation of all financial statements and note disclosures required by GAAP for a complete set of financial statements.

Significant accounting policies are as follows.

Revenue and expense recognition

Revenue and expenses are reported on the accrual basis of accounting, with the exception of employee future benefits below.

The accrual basis of accounting recognizes revenues as they become available and measureable, expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

Capital assets

Tangible capital assets acquired are reported as an expense, and amortization is not recorded.

Employee future benefits

Employee future benefits are provided which will require funding in future periods. These benefits include sick leave, benefits under the Workplace Safety and Insurance Board ("WSIB") Act, and life insurance, extended health and dental benefits for early retirees. These benefits are recorded on a cash basis.

Use of estimates

Since precise determination of many assets and liabilities is dependent upon future events, the preparation of a periodic schedule involves the use of estimates and approximations. These have been made using careful judgements.

2. Grant funding repayable

The grant repayable to the Province of Ontario is subject to audit verification by the Hamilton Niagara Haldimand Brant Local Health Integration Network. The grant repayable is non-interest bearing and is normally repaid in the subsequent year. The grant repayable balance at the end of the year is comprised of the unpaid grant repayable balance from prior years less the current year excess of eligible expenses over revenue excluding net book value associated with capital one-time funding.

	2020	2019
	\$	\$
Grant repayable, beginning of year	491,872	394,724
Amounts repaid during the year	—	(21,641)
Excess of revenue over eligible expenditures	—	118,789
Grant repayable, end of year	491,872	491,872

**The Regional Municipality of Niagara Public Health Department
Community Mental Health Program**

Notes to the schedule of revenue and expenses

March 31, 2020

3. Administration costs

The program records direct operating expenses to their respective activity. In addition, since 2013, the Region established a consolidated cost allocation policy with a guiding principle of more closely aligning indirect costs with the support programs and services as defined by the Province in the Financial Information Return (FIR). This methodology allocates these indirect costs to end programs/services based on usage drivers.

Under this methodology, all departments providing program/service support functions will allocate their costs using drivers specific to each type of expense.

Administration costs are comprised of the following charges:

	2020	2019
	\$	\$
Financial services	57,975	66,879
Human resource services	163,874	111,110
IT Services	240,512	222,874
Debt charges	39,346	51,210
Total administration costs	501,707	452,073

As per direction from the funding body, administration costs are limited to \$39,500 (2019 - \$39,500) and therefore administration costs in excess of the limit are considered ineligible and have been shown as a reduction of expense on the schedule of revenue and expenses.

	2020	2019
	\$	\$
Total administration costs	501,707	452,073
Less: administration cost limit	39,500	39,500
Total ineligible administration costs	462,207	412,573

Annual Reconciliation Report
The Regional Municipality of Niagara
Public Health Department
Community Mental Health Program

March 31, 2020

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Independent Auditor's Report

To the Members of Council of the Regional Municipality of Niagara, Hamilton Niagara Haldimand Brant Local Health Integration Network and the Ontario Ministry of Health and Long-Term Care

Opinion

We have audited the accompanying schedules (ARRFin1 and ARRFin2) and the Proxy Pay Equity Reconciliation Report (excluding statistics and FTEs) of the Annual Reconciliation Report of the Regional Municipality of Niagara Public Health Department Community Mental Health Program (the "Program") for the year ended March 31, 2020 and note to the schedules (collectively referred to as the "schedules").

In our opinion, the accompanying schedules of the Program for the year ended March 31, 2020 have been prepared, in all material respects, in accordance with the financial reporting provisions in the guidelines in Chapters 3 and 4 of the Ontario Healthcare Reporting Standards and the Community Financial Policy (2016) issued by the Ontario Ministry of Health and Long-Term Care (the "guidelines").

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 Schedules* section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the schedule 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.

Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the schedule, which describes the basis of accounting. The schedules are prepared to assist the Program in complying with the financial reporting provisions in the guidelines in Chapters 3 and 4 of the Ontario Healthcare Reporting Standards and the Community Financial Policy (2016) issued by the Ontario Ministry of Health and Long-Term Care. As a result, the schedule may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Schedules

Management is responsible for the preparation of the schedules in accordance with the guidelines, and for such internal control as management determines is necessary to enable the preparation of the schedules that are free from material misstatement, whether due to fraud or error.

Those charged with governance are responsible for overseeing the Region's financial reporting process.

Auditor's Responsibilities for the Audit of the Schedules

Our objectives are to obtain reasonable assurance about whether the schedules 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 the schedules.

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 schedules, 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, if any, and related disclosures made by management.

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.

Chartered Professional Accountants
Licensed Public Accountants
June 25, 2020

IFIS / Recipient #	100238
SRI Organization Code	473
Report Name	2019-20 Account Reconciliation Report
LHIN Name	Hamilton Niagara Haldimand Brant (Hnhb)
Service Provider Name	Community Mental Health Program
Service Provider Legal Name	Community Mental Health Program

Service Provider Address

Address 1	1815 Sir Isaac Brock Way
Address 2	0
City	Thorold
Postal Code	L2V 4T7

HSP Contact Name	Michael Leckey
HSP Contact Position	Program Financial Specialist
HSP Contact Phone Number	905-685-4225 x 7439
HSP Contact E-mail Address	michael.leckey@niagararegion.ca

Draft

TOTAL AGENCY		
Form ARRfin 1- Total LHIN & Ministry Managed- Financial Community Mental Health Program		
		TOTAL HSP
TABLE G: Total Agency Reporting Summary by Fund Type (Total Agency Financials)	Line #	
Total Revenue Fund Type 1	115	-
Total Expenses Fund Type 1	116	-
Net Surplus/Deficit Fund Type 1 (Hospital)	117	-
Total Revenue Fund Type 2 (Above)	118	6,465,702
Total Expenses Fund Type 2 (Above)	119	6,475,306
Net Surplus/Deficit Fund Type 2 (Community Programs)	120	- 9,604
Total Revenue Fund Type 3	121	-
Total Expenses Fund Type 3	122	-
Net Surplus/Deficit Fund Type 3 (Other)	123	-
Total Revenue for the Provider	124	6,465,702
Total Expenses for the Provider	125	6,475,306
Net Surplus/Deficit	126	- 9,604

REPORT OF LHIN FUNDING DATA TO BE PRINTED This sheet spreads

Form ARRRfin2 - LHIN Managed Programs Community Mental Health Program		LHIN - CMHP1	
Table B	Line #	2019-20 Final	Comments (Max 255 Characters)
Funding Initiative		Select Funding Initiative (where applicable)	
LHIN Cash Flow:			
Funding - Local Health Integration Network (LHIN)	1	6,461,065	
Funding - Provincial MOHLTC	2	-	
Funding - LHIN One-Time	3	-	
Funding - Provincial MOHLTC One-Time	4	-	
Sessional fee funding - LHIN	5	-	
Sessional fee funding - MOHLTC	6	-	
Total LHIN/MOHLTC funding as per cash flow	7	6,461,065	
Service Recipient Revenue	8	-	
Recoveries from External/Internal Sources	9	-	
Donations	10	-	
Other Funding Sources and Other Revenue	11	4,637	
Other revenue adjustments (detailed comments required)	12	-	
Total revenue adjustments	13	4,637	
Total FUND TYPE 2 funding for settlement purposes	14	6,465,702	
Deferred LHIN/MMP funding used to purchase capitalized items in the current year (Enter as Negative Amount)	15	-	
Amortization of donation revenue and LHIN funding in the current fiscal year	16	-	
Other Adjustments including LHIN/MOHLTC recovery (detailed comments required)	18	-	
Total Revenue FUND TYPE 2	19	6,465,702	
EXPENSES- Fund Type 2			
Compensation			
Salaries and Wages (Worked + Benefit + Purchased)	20	4,141,823	
Benefit Contributions	21	896,344	
Employee Future Benefit Compensation	22	-	
Nurse Practitioner Remuneration	23	94,669	
Medical Staff Remuneration	24	525,858	
Sessional Fees	25	-	
Service Costs			
Med/Surgical Supplies and Drugs	26	-	
Supplies and Sundry Expenses (excl. Med/Surg Supplies & Drugs)	27	389,686	
Community One Time Expense	28	-	
Equipment Expenses	29	117,641	
Amortization on Major Equip and Software License and Fees	30	-	
Contracted Out Expense	31	14,487	
Buildings and Grounds Expenses	32	294,799	
Building Amortization	33	-	
TOTAL EXPENSES Fund Type 2	34	6,475,306	
Depreciation/Amortization of Capital Assets for the Program and Admin & Support	35	-	
Total Capitalized Purchases and Services in current year	36	-	
(CHC & Home Care purposes only) Inadmissible salary expenses	37	-	
(CHC & Home Care purposes only) Less: Other adjustments	38	-	
Total Expenses for Settlement Purposes	39	6,475,306	
Less sessional fee expenses (Enter as Negative Amount)	40	-	
Less one time expenses as per listing below (Negative sum of line 39-40)	42	-	
Total operating expenses for settlement purposes	43	6,475,306	
Operating Recovery	44	-	
Sessional Fee Recovery	45	-	
One Time Recovery	46	-	
Total Settlement Recovery	47	-	
TABLE C: One-Time Expenses	Line #	2019-20 Final	Comments (Max 255 Characters)
Capitalized purchases from One Time funding Section C-1			
	48	-	
	49	-	
	50	-	
	51	-	
	52	-	
	53	-	
	54	-	
	55	-	
	56	-	
	57	-	
	58	-	
	59	-	

Form ARRfin2 - LHIN Managed Programs Community Mental Health Program		LHIN - CMHP1	
	60	-	
	61	-	
	62	-	
Total One-time capitalized purchases from One-time funding	63	-	
Operating expenses from One Time Funding Section C-2			
	64	-	
	65	-	
	66	-	
	67	-	
	68	-	
	69	-	
	70	-	
	71	-	
	72	-	
	73	-	
	74	-	
	75	-	
	76	-	
77	-		
78	-		
Total One-time operating expenses from One-time funding	79	-	
TABLE D: Operating Expenses	Line #	2019-20 Final	Comments (Max 255 Characters)
Capitalized expenses Sourced from Operating Funding (Section D-1) (All capitalized items regardless of amount)			
	80	-	
	81	-	
	82	-	
	83	-	
	84	-	
	85	-	
	86	-	
	87	-	
	88	-	
	89	-	
	90	-	
	91	-	
	92	-	
93	-		
94	-		
Total Capitalized expenses from Operating Funding	95	-	
Non- capitalized one-time expenses > \$5,000 Sourced from Operating Funding (Section D-2)			
	96	-	
	97	-	
	98	-	
	99	-	
	100	-	
	101	-	
	102	-	
	103	-	
	104	-	
	105	-	
	106	-	
	107	-	
	108	-	
109	-		
110	-		
Total Non-Capitalized One-time expenses >\$5,000 from Operating Funding	111	-	
Total One Time Expenses	112	-	
TABLE F: Sessional Fees Summary (Enter the # of Sessions Delivered)			
# of Sessions Delivered (From Sessional Fees)	113	0	
Calculated Cost Per Session	114	0.00	
END OF WORKSHEET			

Certification by Provider Fiscal 2019-20

Having the authority to bind the Health Service Provider, we certify that the information provided in ARRFin1, ARRFin2 and ARRFin3 are complete and accurate

Community Mental Health Program

Dr. Mustafa Hirji

Name of Signing Officer

Date

Signing Officer***

Medical Officer of Health (Acting)

Title

Ron Tripp

Name of Signing Officer

Date

Signing Officer***

Chief Administrative Officer (Acting)

Title

***I have the authority to bind the Health Service Provider

The Regional Municipality of Niagara Public Health Department
Community Mental Health Program
Note to the Annual Reconciliation Report
March 31, 2020

1. Significant accounting policies

Basis of accounting

These Schedules have been prepared for the Ontario Ministry of Health and Long-Term Care and the Hamilton Niagara Haldimand Brant Local Health Integration Network. They are prepared in accordance with Canadian public sector accounting standards, except that it does not provide for employee future benefits and does not capitalize and amortize tangible capital assets. Since precise determination of many assets and liabilities is dependent upon future events, the preparation of periodic financial information necessarily involves the use of estimates and approximations. These have been made using careful judgments.

Revenues and expenses

Revenues and expenses are reported on the accrual basis of accounting, with the exception of employee future benefits below.

The accrual basis of accounting recognizes revenues as they become available and measureable, expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

Capital assets

Tangible capital assets acquired are reported as an expenditure, and amortization is not recorded.

Employee future benefits

Employee future benefits are provided which will require funding in future periods. These benefits include sick leave, benefits under the Workplace Safety and Insurance Board ("WSIB") Act, and life insurance, extended health and dental benefits for early retirees. These benefits are recorded on a cash basis.

Subject: Approval of 2019/2020 Community Services Program Audits

Report to: Public Health and Social Services Committee

Report date: Tuesday, June 16, 2020

Recommendations

1. That the draft audited annual reconciliation return for the Community Support Service Program (Appendix 1) for the year ended December 31, 2019, **BE APPROVED**;
2. That the draft audited schedule of Revenue and Expenses for the Reaching Home Program (Appendix 2) for the year ended March 31, 2020, **BE APPROVED**;
3. That staff **BE DIRECTED** to co-ordinate with the auditor to finalize the statements as presented; and
4. That Report COM 11-2020 **BE FORWARDED** to the Region's Audit Committee for information.

Key Facts

- The purpose of this report is to obtain approval for the audited schedule of revenue and expenses ("financial schedule") and the annual reconciliation return ("ARR") for the respective programs in accordance with the federal funding requirements.
- The Hamilton Niagara Haldimand Brant Local Health Integration Network (HNHB LHIN) submission deadline for the Community Support Service Program is June 30, 2020.
- The Ministry of Employment and Social Development Canada submission deadline for the Reaching Home Program is July 31, 2020.
- The Homelessness Partnership Strategy Program ended March 31, 2019 and was replaced by the Reaching Home Program which commenced April 1, 2019. The Reaching Home Program ends March 31, 2024.
- As per Financial Reporting and Forecasting Policy (C-F-020), other financial statements or schedules performed for Ministry funding purposes, will be recommended for approval to Council by the standing Committee with oversight of the program. Upon approval by Council, the department Commissioner, or delegated authority, and the Treasurer will be authorized to sign the auditor's representation letter to obtain the auditor's signed report. The approved statements will then be forwarded to Audit Committee for information.

Financial Considerations

The ARR of the Community Support Service Program has been prepared in compliance with the guidelines of the Ontario Health Reporting Standards and the Community Financial Policy issued by the Ministry of Health and Ministry of Long-Term Care. A draft copy of the ARR is attached as Appendix 1.

The financial schedule for the Reaching Home Program has been prepared in compliance with legislation and in accordance with the financial reporting provisions of the agreement between the Ministry of Employment and Social Development Canada and the Regional Municipality of Niagara. A draft copy of the financial schedule is attached as Appendix 2.

The ARR and the financial schedule are prepared specifically for the purposes of meeting the requirements outlined in the service agreements with the funding Ministries. These reports are a provincial/federal requirement as noted in the audit report for the programs as follows:

Community Support Services Program:

“The schedules are prepared to assist the Program in complying with the financial reporting provisions in the guidelines in Chapters 3 and 4 of the Ontario Healthcare Reporting Standards and the Community Financial Policy (2016) issued by the Ontario Ministry of Health and Long-Term Care and the Local Health Integration Network. As a result, the schedule may not be suitable for another purpose.”

Reaching Home Program:

“The financial schedule is prepared to assist the Program in complying with the financial reporting provisions of the agreement between the Ministry of Employment and Social Development Canada and the Regional Municipality of Niagara. As a result, the schedule may not be suitable for another purpose.”

Analysis

The ARR and the financial schedule were audited by the Region’s external auditors, Deloitte. The auditors have indicated that, based on their review, nothing has come to their attention that causes them to believe that this information is not, in all material aspects, in accordance with the requirements identified.

Upon approval by Committee and Council, the ARR and financial schedule will be submitted to the respective Ministry in accordance with the funding agreement requirements and will also be referred to Audit Committee for information.

Below is a summary of the results of the audited schedules:

- Community Support Service Program – this program has an overall surplus of \$8,561 as of December 31, 2019 which will be returned to the LHIN by way of a reduction in their future payments to the Region. (A change in the service delivery of the Adult Day Program caused an inconsistency in the timing of ministry funding received and services being delivered. The surplus is largely a result of ministry funding received for a discontinued service which was not fully clawed back in-year as well as reprioritization of existing base funding related to this service.)
- Reaching Home Program - commenced April 1, 2019 and ends March 31, 2024 and has no funds returnable for the current reporting period.

These schedules are subject to minor wording changes once they are finalized.

Alternatives Reviewed

The audited financial schedule is a Ministry requirement and therefore no alternatives are available.

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

None.

Prepared by:

Melanie Steele, CPA, CA, MBA
Associate Director, Reporting & Analysis
Corporate 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 Stephanie Muhic, CPA, CA, Program Financial Specialist and Jordan Gamble, CPA, CA, Program Financial Specialist.

Appendices

Appendix 1 Community Support Service Program – 2019 Annual Reconciliation
Return

Appendix 2 Reaching Home Program – 2020 Schedule of Revenue and Expenses

Annual Reconciliation Report
The Regional Municipality of Niagara
Community Services Department
Community Support Service Program

December 31, 2019

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Independent Auditor's Report

To the Members of Council of the Regional Municipality of Niagara, the Ontario Ministry of Health and Long-Term Care and the Hamilton Niagara Haldimand Brant Local Health Integration Network

Opinion

We have audited the accompanying schedules (ARRFin1 and ARRFin2) and the Proxy Pay Equity Reconciliation Report (excluding statistics and FTEs) of the Annual Reconciliation Report of the Regional Municipality of Niagara Community Services Department - Community Support Service Program (the "Program") for the year ended December 31, 2019 and note to the schedules (collectively referred to as the "schedules").

In our opinion, the accompanying schedules of the Program for the year ended December 31, 2019 have been prepared, in all material respects, in accordance with the financial reporting provisions in the guidelines in Chapters 3 and 4 of the Ontario Healthcare Reporting Standards and the Community Financial Policy (2016) issued by the Ontario Ministry of Health (the "guidelines").

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 Schedules* section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the schedule 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.

Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the schedule, which describes the basis of accounting. The schedules are prepared to assist the Program in complying with the financial reporting provisions in the guidelines in Chapters 3 and 4 of the Ontario Healthcare Reporting Standards and the Community Financial Policy (2016) issued by the Ontario Ministry of Health. As a result, the schedule may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Schedules

Management is responsible for the preparation of the schedules in accordance with the guidelines, and for such internal control as management determines is necessary to enable the preparation of the schedules that are free from material misstatement, whether due to fraud or error.

Those charged with governance are responsible for overseeing the Region's financial reporting process.

Auditor's Responsibilities for the Audit of the Schedules

Our objectives are to obtain reasonable assurance about whether the schedules 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 the schedules.

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 schedules, 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, if any, and related disclosures made by management.

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.

Chartered Professional Accountants
Licensed Public Accountants
June 25, 2020

IFIS / Recipient #	13115
SRI Organization Code	4165
Report Name	2019-20 Account Reconciliation Report
LHIN Name	Hamilton Niagara Haldimand Brant (Hnhb)
Service Provider Name	Regional Municipality Of Niagara
Service Provider Legal Name	Regional Municipality Of Niagara

Service Provider Address

Address 1	1815 Sir Isaac Brock Way
Address 2	P.O. Box 1042
City	THOROLD
Postal Code	L2V3Z3

HSP Contact Name	Jordan Gamble
HSP Contact Position	Program Financial Specialist
HSP Contact Phone Number	905-685-4225, ext. 3815
HSP Contact E-mail Address	jordan.gamble@niagararegion.ca

Draft

TOTAL AGENCY

Form ARRfin 1- Total LHIN & Ministry Managed- Financial
Regional Municipality Of Niagara

		TOTAL HSP
TABLE G: Total Agency Reporting Summary by Fund Type (Total Agency Financials)	Line #	
Total Revenue Fund Type 1	115	-
Total Expenses Fund Type 1	116	-
Net Surplus/Deficit Fund Type 1 (Hospital)	117	-
Total Revenue Fund Type 2 (Above)	118	6,668,271
Total Expenses Fund Type 2 (Above)	119	6,659,710
Net Surplus/Deficit Fund Type 2 (Community Programs)	120	8,561
Total Revenue Fund Type 3	121	-
Total Expenses Fund Type 3	122	-
Net Surplus/Deficit Fund Type 3 (Other)	123	-
Total Revenue for the Provider	124	6,668,271
Total Expenses for the Provider	125	6,659,710
Net Surplus/Deficit	126	8,561

REPORT OF LHIN FUNDING DATA TO BE PRINTED

This sheet spreads from Columns A to AD and ends at row 139.

Form ARRRin2 - LHIN Managed Programs
Regional Municipality Of Niagara

		Click to select the TPBE		LHIN - CSS		LHIN - SH	
Table B	Line #	2019-20 Final	Comments (Max 255 Characters)	2019-20 Final	Comments (Max 255 Characters)	2019-20 Final	Comments (Max 255 Characters)
Funding Initiative		Select Funding Initiative (where applicable)		Select Funding Initiative (where applicable)		Select Funding Initiative (where applicable)	
LHIN Cash Flow:							
Funding - Local Health Integration Network (LHIN)	1	-		5,236,180		890,039	
Funding - Provincial MOHLTC	2	-		-		-	
Funding - LHIN One-Time	3	-		-		-	
Funding - Provincial MOHLTC One-Time	4	-		-		-	
Sessional fee funding - LHIN	5	-		-		-	
Sessional fee funding - MOHLTC	6	-		-		-	
Total LHIN/MOHLTC funding as per cash flow	7	-		5,236,180		890,039	
Service Recipient Revenue	8	-		703,210		-	
Recoveries from External/Internal Sources	9	-		2,613		15,478	
Donations	10	-		-		-	
Other Funding Sources and Other Revenue	11	-		-		-	
Other revenue adjustments (detailed comments required)	12	-		-	Recovery of Transportation funding surplus, the program is no longer active	5,752	Municipal Levy Contribution
Total revenue adjustments	13	-		610,823		21,230	
Total FUND TYPE 2 funding for settlement purposes	14	-		5,847,003		821,269	
Deferred LHIN/MHP funding used to purchase capitalized items in the current year (Enter as Negative Amount)	15	-		-		-	
Amortization of donation revenue and LHIN funding in the current fiscal year	16	-		-		-	
Other Adjustments including LHIN/MOHLTC recovery (detailed comments required)	18	-		-		-	
Total Revenue FUND TYPE 2	19	-		5,847,003		821,269	
EXPENSES- Fund Type 2							
Compensation							
Salaries and Wages (Worked + Benefit + Purchased)	20	-		3,447,806		619,696	
Benefit Contributions	21	-		854,759		138,722	
Employee Future Benefit Compensation	22	-		-		-	
Nurse Practitioner Remuneration	23	-		133,574		-	
Medical Staff Remuneration	24	-		-		-	
Sessional Fees	25	-		-		-	
Service Costs							
Med/Surgical Supplies and Drugs	26	-		5,464		1,056	
Supplies and Sundry Expenses (excl. Med/Surg Supplies & Drugs)	27	-		518,936		59,407	
Community One Time Expense	28	-		-		-	
Equipment Expenses	29	-		92,330		202	
Amortization on Major Equip and Software License and Fees	30	-		-		-	
Contracted Out Expense	31	-		585,251		2,185	
Buildings and Grounds Expenses	32	-		200,321		-	
Building Amortization	33	-		-		-	
TOTAL EXPENSES Fund Type 2	34	-		5,838,442		821,268	
Depreciation/Amortization of Capital Assets for the Program and Admin & Support	35	-		-		-	
Total Capitalized Purchases and Services in current year (CHC & Home Care purposes only) Inadmissible salary expenses	36	-		-		-	
(CHC & Home Care purposes only) Less: Other adjustments	37	-		-		-	
Total Expenses for Settlement Purposes	39	-		5,838,442		821,268	
Less sessional fee expenses (Enter as Negative Amount)	40	-		-		-	
Less one time expenses as per listing below (Negative sum of line)	42	-		5,838,442		821,268	
Total operating expenses for settlement purposes	43	-		5,838,442		821,268	
Operating Recovery	44	-		8,561		0	
Sessional Fee Recovery	45	-		-		-	
One Time Recovery	46	-		-		-	
Total Settlement Recovery	47	-		8,561		0	
TABLE C: One-Time Expenses							
Capitalized purchases from One Time funding							
Section C-1							
	48	-		-		-	
	49	-		-		-	
	50	-		-		-	
	51	-		-		-	
	52	-		-		-	
	53	-		-		-	
	54	-		-		-	
	55	-		-		-	
	56	-		-		-	
	57	-		-		-	
	58	-		-		-	
	59	-		-		-	
	60	-		-		-	
	61	-		-		-	
	62	-		-		-	
Total One-time capitalized purchases from One-time funding	63	-		-		-	
Operating expenses from One Time Funding							
Section C-2							
	64	-		-		-	
	65	-		-		-	
	66	-		-		-	
	67	-		-		-	
	68	-		-		-	
	69	-		-		-	
	70	-		-		-	
	71	-		-		-	
	72	-		-		-	
	73	-		-		-	
	74	-		-		-	
	75	-		-		-	
	76	-		-		-	
	77	-		-		-	
Total One-time operating expenses from One-time funding	79	-		-		-	
TABLE D: Operating Expenses							
Capitalized expenses Sourced from Operating Funding (Section D-1)							
(All capitalized items regardless of amount)							
	80	-		-		-	
	81	-		-		-	
	82	-		-		-	
	83	-		-		-	
	84	-		-		-	
	85	-		-		-	
	86	-		-		-	
	87	-		-		-	
	88	-		-		-	
	89	-		-		-	
	90	-		-		-	
	91	-		-		-	
	92	-		-		-	
	93	-		-		-	
	94	-		-		-	
Total Capitalized expenses from Operating Funding	95	-		-		-	

		Click to select the TPBE		LHIN - CSS		LHIN - SH	
Non-capitalized one-time expenses > \$5,000 Sourced from Operating Funding (Section D-2)							
	96	-		-		-	
	97	-		-		-	
	98	-		-		-	
	99	-		-		-	
	100	-		-		-	
	101	-		-		-	
	102	-		-		-	
	103	-		-		-	
	104	-		-		-	
	105	-		-		-	
	106	-		-		-	
	107	-		-		-	
	108	-		-		-	
	109	-		-		-	
	110	-		-		-	
Total Non-Capitalized One-time expenses >\$5,000 from Operating Funding	111	-		-		-	
Total One Time Expenses	112	-		-		-	
TABLE F: Sessional Fees Summary (Enter the # of Sessions Delivered)							
# of Sessions Delivered (From Sessional Fees)	113	0		0		0	
Calculated Cost Per Session	114	0.00		0.00		0.00	
END OF WORKSHEET							

Draft

PROXY PAY EQUITY ANNUAL REPORT

This form is to be completed by transfer payment organizations who receive proxy pay equity funding from the Ministry of Health and Long-Term Care, pursuant to the April 23, 2003 Memorandum of Settlement. It must be completed on an annual basis until an organization no longer has a pay equity obligation.

SECTION 1: BASIC PROGRAM INFORMATION

Name of Agency: **Regional Municipality Of Niagara**

Vendor #:

Reporting Period: from

to

Contact Person:

Phone:

SECTION 2: EXPENDITURE REPORT

Sources of Proxy Pay Equity Funds

Ministry of Health and Long-Term Care

\$

A

Other (Specify)

TOTAL

0.00

Expenditures

Actual Proxy Pay Equity Expenses

B

Surplus(Deficit)

0.00

A-B

Current Outstanding Liabilities

Total Number of Individuals Receiving Proxy Pay Equity

SECTION 3: CERTIFICATION

I, _____ hereby certify that to the best of my knowledge the financial data is correct and it is reflected in the year-end settlement.

Title:

(Signature of Health Service Provider Authority)

Certification by Provider Fiscal 2019-20

Having the authority to bind the Health Service Provider, we certify that the information provided in ARRFin1, ARRFin2 a
ARRFin3 are complete and accurate

Regional Municipality Of Niagara	
Name of Signing Officer	Date
Signing Officer***	
Title	
Name of Signing Officer	Date
Signing Officer***	
Title	

***I have the authority to bind the Health Service Provider

1. Significant accounting policies

Basis of accounting

These schedules have been prepared for the Ontario Ministry of Health and the Hamilton Niagara Haldimand Brant Local Health Integration Network. They are prepared in accordance with Canadian public sector accounting standards, except that they do not provide for employee future benefits and tangible capital assets are expensed as incurred. Since precise determination of many assets and liabilities is dependent upon future events, the preparation of periodic financial information necessarily involves the use of estimates and approximations. These have been made using careful judgments.

Revenue and expenses

Revenue is recognized as amounts become available and are measurable.

Expenses are recognized as they are incurred and measurable.

Capital assets

The historical cost and accumulated depreciation of capital assets are not recorded. Capital assets acquired are reported as expenditures and amortization is not reported on ARRFIn1 and ARRFIn2.

Employee future benefits

Employee future benefits are provided which will require funding in future periods. These benefits include sick leave, benefits under the Workplace Safety and Insurance Board ("WSIB") Act, and life insurance, extended health and dental benefits for early retirees. These benefits are recorded on a cash basis.

Schedule of revenue and expenses
The Regional Municipality of Niagara
Reaching Home – Canada's
Homelessness Strategy Program

March 31, 2020

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Schedule of revenue and expenses	3
Notes to the schedule of revenue and expenses	4

Independent Auditor's Report

To the Members of Council of the Regional Municipality of Niagara and the Ministry of Employment and Social Development Canada

Opinion

We have audited the accompanying schedule of revenue and expenses of the Regional Municipality of Niagara Reaching Home – Canada's Homelessness Strategy Program (the "Program") for the year ended March 31, 2020 and notes to the schedule (collectively referred to as the "schedule").

In our opinion, the accompanying schedule of the Program for the year ended March 31, 2020 have been prepared, in all material respects, in accordance with the financial reporting provisions of the agreement between the Ministry of Employment and Social Development Canada and the Regional Municipality of Niagara (the "guidelines").

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 Schedule* section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the schedule 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.

Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the schedule, which describes the basis of accounting. The schedule is prepared to assist the Program in complying with the financial reporting provisions of the agreement between the Ministry of Employment and Social Development Canada and the Regional Municipality of Niagara. As a result, the schedule may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Schedule

Management is responsible for the preparation of the schedule in accordance with the guidelines, and for such internal control as management determines is necessary to enable the preparation of the schedule that is free from material misstatement, whether due to fraud or error.

Those charged with governance are responsible for overseeing the Region's financial reporting process.

Auditor's Responsibilities for the Audit of the Schedule

Our objectives are to obtain reasonable assurance about whether the schedule is 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 this schedule.

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 schedule, 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, if any, and related disclosures made by management.

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.

Chartered Professional Accountants
Licensed Public Accountants
June 25, 2020

Draft

The Regional Municipality of Niagara
Reaching Home - Canada's Homelessness Strategy
Schedule of revenue and expenses
Year ended March 31, 2020

	Note	\$
Revenue		
Ministry funding	2	958,596
Expenses		
Sub-project costs		868,690
Program management & administrative		89,906
Total expenses		958,596
Excess of eligible expenses over revenue		—

The accompanying notes to the Schedule are an integral part of this Schedule.

Draft

1. Significant accounting policies

Basis of accounting

The Schedule has been prepared for the Ministry of Employment and Social Development Canada. The agreement between the Ministry of Employment and Social Development Canada and the Regional Municipality of Niagara requires the Schedule to be prepared in a manner consistent with generally accepted accounting principles ("GAAP"). Management of the Regional Municipality of Niagara has interpreted GAAP to be recognition and measurement principles in accordance with Canadian Public Sector Accounting Standards, except that it does not provide for employee future benefits and does not capitalize and amortize tangible capital assets. Management has further interpreted that GAAP does not include the presentation principles or the presentation of all financial statements and note disclosures required by GAAP for a complete set of financial statements.

Revenue and expenses

Revenues are reported on the accrual basis of accounting.

Expenses are recorded if they are eligible for the program and incurred in the period, except for employee future benefits.

Employee future benefits

Employee future benefits are provided which will require funding in future periods. These benefits include sick leave, benefits under the Workplace Safety and Insurance Board ("WSIB") Act, and life insurance, extended health and dental benefits for early retirees. These benefits are recorded on a cash basis.

2. Ministry funding

This project commenced April 1, 2019 and will end March 31, 2024. Total maximum amount of Canada's contribution is \$5,225,896.

The funding allocation under Reaching Home will be used to support priorities and recommendations of the Community Advisory Board (\$4,703,056). There is incremental funding to support initial investments towards the design and implementation of Coordinated Access (\$522,840).

The maximum amount payable by the Ministry in each fiscal year of the project is:

	Designated Community \$	Coordinated Access \$	Total Funding \$
2020	837,176	121,420	958,596
2021	837,176	103,920	941,096
2022	1,009,568	103,920	1,113,488
2023	1,009,568	96,790	1,106,358
2024	1,009,568	96,790	1,106,358
	<u>4,703,056</u>	<u>522,840</u>	<u>5,225,896</u>

Memorandum

PHD-C 3-2020

Subject: COVID-19 Response and Business Continuity in Public Health & Emergency Services
Date: June 4, 2020
To: Public Health & Social Services Committee
From: M. Mustafa Hirji, Medical Officer of Health & Commissioner (Acting)

Current Status as of June 4, 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. Through the month of May, 23 out of 31 days saw only single digit case growth. Excluding the large outbreak on one farm, thusfar June has also seen small, single digit case growth.
- Success continues in managing and preventing long term care and retirement home outbreaks and reducing infections originating in them. In the last month, there have been fewer than 5 infections in these facilities, and as of the date of this memo, only 1 long term care outbreak remains active, and there are zero retirement home outbreaks.
- One large outbreak is currently being managed at a local farm, affecting 60 persons. Several outbreaks on farms have emerged across Ontario in recent weeks, highlighting a new setting in which outbreaks seem to occur.
- 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. It remains critical in the coming weeks to re-emphasize the importance of physical distancing, hand hygiene, and wearing face coverings when one cannot keep distance from others. This protects a person, and the community more widely.
- As the province continues to lift restrictions on the economy and social life, Public Health & Emergency Services is watching closely for signs of increased infection transmission.
- Public Health is increasingly being called by local business and institutions to support their re-opening. Although Public Health wishes to assist, capacity to do

so is limited given the priority for our staff to focus on case and contact management and the several thousand local business and institutions wanting personal attention. We are therefore focusing on operations we normally inspect (e.g. food services, personal services, pools), but for other sectors, providing general advice and pointing to provincial resources with detailed sector-by-sector guidance. [A new page on our web site](#) functions as a one-stop shop for both local and provincial resources for business that are re-opening.

Previous (May 8) 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 86 front line FTE as well as 20 FTE of support staff and 9 supervisory/leadership staff trained to support this, as needed. 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 contract 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 on 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

- Case & Contact Management capacity readied for deployment as cases increase with increased economic and social interactions

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
- inspection 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 born 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

- Continuing with intense inspections of long term care facilities and retirement homes, as well as other congregate living locations (e.g. group homes)
- Additional inspections of local farms and workplaces where transmission is likely.

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

- Initiating 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.

Families in Niagara are burdened now more than ever to try to provide safe and healthy care, environments and opportunities for children. The Family Health division continues to provide essential services for families with a small number of staff. Limited services are provided by phone, live chat and virtual access to nurses through **Niagara Parents** where families can seek support with breastfeeding, parenting, pregnancy, postpartum mental health and child health issues.

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

Home visiting programs for some of our most vulnerable families are also offering virtual support to assist with

- adjusting to life with a new baby,
- addressing parenting concerns,
- promoting healthy child development,
- accessing other supports and services as they are available, and
- assessing for increased risk related to child protection

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

For the period of 16 March 2020 to 18 May 2020:

- Over 800 phone/video “visits” provided to families through HBHC, NFP, ICDS
- Over 150 BF outreach “visits” virtually
- Over 500 interactions with Niagara Parents (phone/chat)
- Nearly 150 new registrants for online prenatal classes

Operational Outlook

1 month

- Continue 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. Paramedics are also assisting with staffing the shelter system.

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 19-2020

Subject: COVID-19 Response and Business Continuity in Community Services**Date:** June 16, 2020**To:** Public Health & 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**Current Status of Operations/Changes**

All eight Regional long-term care (LTC) homes have taken the necessary steps to ensure the timely implementation of all directives issued by the Ministry of Health (MOH), Ministry of Long Term Care and Public Health.

At each LTC home, all risk mitigation strategies put in place at the onset of the pandemic to ensure continued safety for residents and staff are still ongoing. Enhanced staffing levels (largely achieved through staff redeployment) continue to be maintained to ensure optimal infection prevention and control practices, ongoing communication support for residents and families, and continued care and services for residents.

Significant Initiatives or Actions undertaken

- Seniors Services has suspended regular visitation and non-essential services (yet still accommodating for exceptions and end of life visits), into LTC homes as a continued disease transmission prevention measure.
- Active staff screening is ongoing. Staff are screened when entering and leaving a LTC home, including temperature checks.
- At this time, all staff continue to be limited to only working at a single LTC home.
- All staff in an LTC home are required to wear a surgical mask while they are at work. When staff provide care for a resident that is in isolation they wear a mask

(either a surgical mask or an N95 mask depending on the type of care that is required), a gown, gloves, and a face shield. All LTC homes have sufficient supplies of Personal Protective Equipment (PPE) to ensure that staff are well equipped.

- All staff have been provided with training and updates on respiratory outbreak management, hand hygiene, PPE and on all aspects of COVID-19 and related care and risk management implications.
- Regional staff that have been redeployed into LTC homes have been providing a variety of supports including active screening of staff, communication supports, enhanced dietary supports, and housekeeping and laundry supports.
- Residents are given assessments twice daily, including temperature checks. If a resident presents with a symptom of COVID-19 they are isolated and tested.
- If a resident is transferred into a LTC home from either a hospital or from the community, they are isolated for 14 days as a precautionary measure.
- All residents and staff completed the COVID-19 surveillance testing in May and all staff will continue to be tested every two weeks.
- Dining and lounge areas within the LTC homes have been reorganized to support physical distancing.
- Enhanced environmental cleaning continues. More housekeeping shifts have been added to increase the frequency of cleaning and disinfecting of high-touch surfaces.
- Communication plans have been developed to ensure residents have continued interaction with friends and family (through phone calls, Skype or FaceTime).

Operational Outlook

LTC homes are developing recovery plans to support the re-introduction of resident and family visits and to accommodate non-essential services (e.g. foot care services). Homes are also reviewing and revising business continuity plans to ensure preparedness for a potential second wave of COVID-19.

Seniors Services – Outreach Services

Current Status of Operations/Changes

- Seniors Community Programs, largely funded by Ontario Health, continue to provide wellness and outreach supports to vulnerable seniors in the community.
- Services have been reconfigured to support staff to address emerging service needs while ensuring adherence to Public Health guidance and restrictions.
- Assisted living at Deer Park Suites continues to operate following Public Health direction, in addition to adopting many of the LTC home best practices. In

accordance with MOH and Public Health direction, all Regional seniors community programs that require seniors to gather within group settings have been suspended (e.g. Adult Day Programs, wellness programs, community exercise groups). Program staff have been redeployed to the LTC homes and Deer Park Suites Assisted Living. These staff are providing supports to enhance communication between residents and families, as well as mealtime supports.

- Outreach and Respite Services are operating under a modified service delivery model to offer telephone visits as the primary method of service coordination. With Outreach, direct interactive door visits have been made available on an essential need basis, only with appropriate PPE and physical distancing measures in place.

Significant Initiatives or Actions undertaken

- Respite Companion Services have shifted from providing in-home services to telephone supports. Screened and trained respite companions have been leveraged to support wellness checks generated through the 'Niagara, We're In This Together' community campaign to enable rapid mobilization of telephone interactions.
- Outreach and Respite Program staff have been instrumental in two community launches to mitigate the some of the negative impacts of COVID-19 on vulnerable seniors:
 1. 'Niagara, We're in This Together' is a multi-agency community collaboration to address essential needs of vulnerable seniors across Niagara. Community workers are responding to community needs through wellness checks that look for opportunities to connect seniors with new ways of addressing essential needs. This includes on-line grocery orders, grocery delivery services, meal services, essential transportation access and medication access. Additionally, the wellness checks provide reassurance to those seniors who may be feeling isolated due to pandemic restrictions.
 2. The Niagara Gatekeepers program re-launched an awareness campaign highlighting its role and phone number. This phone line has been used more recently to provide supports and connection to at-risk seniors who may face food insecurity, require supports with access to medication and other essential needs, and transportation to essential appointments, as a result of the pandemic.

Operational Outlook

- Seniors Services is looking to mobilize a virtual platform for Healthy, Safe and Strong Exercise programs that will be available for registration in August, with the goal of implementing the program in September.

- Seniors Services is exploring opportunities to introduce a blended model of Adult Day Programs that incorporates both small group direct interaction (with appropriate PPE and physical distancing measures) and virtual support.
- For clients with access to technology, Seniors Services is looking to provide links to wellness topics, exercise, and brain health through distribution of online newsletters.
- For clients without access to technology, Seniors Services is planning to provide phone visits, monthly activity drop off kits, phone check-ins to discuss how activities are going and identify what services and supports clients require.
- Staff are currently planning for a return to in-home visits for the next phase of the pandemic. Currently, Seniors Services are enquiring if clients have interest in opening their homes to direct interactions with staff during the next phase. Seniors Services is also determining the technological capacity to support a blended model that incorporates both direct and indirect (virtual/phone) service provision that allows for observational visits. PPE requirements, availability of PPE supply, and staff guidance documents are being prepared to support safety and well-being of both staff and clients who will be receiving the service.
- Information on safety, infection control, PPE use and training is being documented and made available for staff. This is also to ensure preparedness for a potential second wave of COVID-19.
- Applications for the federal Emergency Community Support Fund (ECSF) are being prepared to support development of virtual service delivery within Seniors Community Programs. The ECSF is intended to support community organizations that are providing services to vulnerable populations during the pandemic. The funding is disbursed through United Way Centraide Canada, the Canadian Red Cross and Community Foundations of Canada.

Homelessness Services & Community Engagement

Current Status of Operations/Changes

- Homelessness Services continues to operate the full emergency shelter system, along with the addition of up to 25 overflow hotel rooms to further support physical distancing and mitigate COVID-19 transmission within the homeless population.
- Additionally, the self-isolation facility, established by Homelessness Services, continues to operate and ensure that all homeless persons who screen with symptoms associated with COVID-19, are provided a space in which to self-isolate and receive testing. As of June 3, 2020, 108 individuals have been referred to the facility and testing results received, to date, have been negative.

- Street outreach services remain enhanced to support those living in encampments or 'living rough', and address the volume of associated requests for services from local area municipalities. Outreach workers continue to ensure that individuals who are living rough are provided with access to services and opportunities based on COVID-19 screening and assessments of health.
- Housing First and Home for Good supportive housing and transitional housing offerings all continue to operate.
- Prevention programs continue to be offered to clients including trusteeship and housing help.
- A mapping tool has been developed to support outreach services in locating encampments and areas where services are required.

Significant Initiatives or Actions undertaken

- The housing focused shelter pilot, for clients accepted into supportive housing programs (Housing First and Home for Good programs), is a new offering to ensure clients have an appropriate environment in which to become housing ready, while also supporting individuals who may otherwise be 'living rough' (e.g., in encampments and within the shelter system). There are up to 14 units being utilized for the housing focused shelter pilot.
- Arrangements have been made with two hotels for shelter overflow to support physical distancing in the shelter system.
- One shelter provider has converted their hotel based shelter service into a program exclusively for clients who are most vulnerable to COVID-19 (e.g., due to age, health condition). This is to ensure these clients have access to a safe space, separate from the regular emergency (congregate facility) shelter system.
- In partnership with Reach Niagara, virtual medical supports to homeless shelters and the self-isolation facility continue and have been enhanced. Currently there are seven facilities receiving medical supports from physicians enrolled in the Niagara family medicine residency program, with oversight from a local physician. This support includes secondary screening for COVID-19, supports with medical needs such as addictions and mental health, health care activities such as access to medication, prescription management and client health checks.

Operational Outlook

- The regular shelter system remained at a high occupancy rate of 98.2% for the months of April and May, even with the additional hotel units. It is anticipated that the

additional shelter capacity created to support the homeless shelter system will need to be retained during the course of the pandemic to ensure physical distancing can be sustained, and support the safety of staff and clients.

- Experience during the H1N1 pandemic and current observation suggests that some clients will continue to choose to 'live rough' during the pandemic due to their desire to avoid the shelter system, and therefore the enhanced outreach services will need to be sustained through the course of the pandemic to provide health screening and access to supports.
- Staff believe that the self-isolation facility will be a necessary resource to the vulnerable homeless population throughout the pandemic to ensure identified individuals have a place to self-isolate, be tested and supported when experiencing COVID-19 symptoms or illness.

Children's Services

Current Status of Operations/Changes

Four of the five Regional child care centres continue to provide emergency child care for essential workers (free of charge), as directed by the provincial government. Niagara's two licensed home child care agencies also continue to operate, with increasing capacity as some contracted home child care providers have reopened their services. One external child care service provider, Church of St. Thomas Day Care, has recently opened as an emergency child care centre.

With the recent announcement that schools will stay closed for the remainder of the school year, more applications for emergency child care have been received. As of June 3, 2020, the overall operational capacity (for both Regional child care centres and home child care) is at 84% of 219 total spaces.

- Children's services has been advised that many local summer day camps will not be operating and this is anticipated to lead to increased pressure on the child care system, as parents returning to work seeking care arrangements, will have limited options.
- To date, the provincial government has not announced the reopening of licensed child care centres for the general public but staff are preparing for the possible opening of licensed child care this summer.
- The number of child care centres that will reopen and the number of families who will utilize child care spaces when the centres open are unknown at this time.

Significant Initiatives or Actions undertaken

- Children's Services has hosted a number of teleconferences with licensed child care service providers, EarlyON Child and Family Centres, special needs agencies and school boards to share information, answer questions, and direct providers to resources.
- Based on the experiences gained from operating emergency child care centres, Children's Services has shared all documents and resources available outlining new procedures, policies and operational guidelines with service providers. This is intended to help service providers begin to prepare plans for reopening operations under new requirements due to COVID-19.
- A new temporary committee with Regional staff was created to specifically address health and safety concerns for service providers. This committee will provide guidance, resources, and seek to address any questions or concerns as the system prepares to re-open.

Operational Outlook

- At the time of this report, Children's Services is waiting for further direction from the Ministry of Education regarding a reopening timeline, and operating guidelines.
- Through its membership with the Ontario Municipal Social Services Association, Children's Services is advocating for additional funding to support the operations of licensed child care during the pandemic. It is anticipated there will be additional requirements and costs for operations (e.g. staff for screening, increased cleaning and disinfecting during the day, PPE costs, reduced child staff ratios, fewer children permitted in child care classrooms). Without additional provincial funding these changes will add increased costs for parents and likely impact their ability to pay increased daily rates, and potentially create more pressures for the child care system as a whole.

Social Assistance & Employment Opportunities (Ontario Works)

Current Status of Operations/Changes

Social Assistance and Employment Opportunities (SAEO) continues to provide essential support to Ontario Works (OW) clients, and process new applications. New applicants have been completing their initial assessment either through an online application or by telephone. Staff members then contact applicants within four business days to complete the eligibility assessment over the telephone as the five SAEO offices

continue to be closed to the public. Monthly income supports to ongoing OW clients have not been impacted by COVID-19 and the provision of holistic case management has continued. This has included:

- Frequent phone contact with clients to complete wellness checks.
- Active offers of benefits, resources and referrals (e.g. mental health, addiction services).
- Ongoing conversations that are related to employment status and employment related activities.

For the month of May 2020, the caseload was at 10,470. This represents a 2.2% increase when compared to May of 2019. Comparing between the periods of January and May of 2019 to January and May of 2020, Ontario Works in Niagara has experienced a 3.7% caseload increase. It is not believed to be as a result of a marked increase in new cases, but rather a reflection that it is more difficult for current clients to find work and exit social assistance.

(Comparing the periods between January and May of 2019 to January and May of 2020, Ontario Works in Niagara has seen an average decrease of -24% in the number of cases that have been terminated).

- SAEO is piloting the use of a phone interpretation service to enhance customer service for clients with limited English speaking ability. The service will allow real-time interpretation between staff and the caller over the phone, in over 250 languages. Program areas in the pilot are staff from Switchboard and Intake, Homelessness and Hostel workers and Newcomer case managers.
- SAEO has redeployed 23 union and non-union staff to support other essential roles within the corporation.

Significant Initiatives or Actions undertaken

- To date, SAEO has successfully transitioned 82% of the caseload to direct deposit into client bank accounts (as opposed to cheque issuances that require in person pick up or mailing). Of the remaining 18% of the caseload, 6% have been successfully transitioned to reloadable benefit payment cards.
- As of May 29, 2020, SAEO has processed 1,825 COVID-19 related benefits.
- In response to the provincial government increasing access to discretionary benefits for social assistance recipients who are in crisis or who are facing an unexpected emergency because of COVID-19, an Online Discretionary Benefits Portal was

launched to respond to increased service demands and enhance client access. The online portal was built to provide clients with a fast, easy and secure way to request Discretionary and Housing Stability benefits and is more convenient for them to access essential health related benefits. Clients can submit their application and supporting documentation online, track their application status, receive automatic email updates, find details about missing information or eligibility decisions and view the contact information for the case manager assigned to the request.

Operational Outlook

- SAEO believes that the temporary financial relief measures put in place by the federal government (e.g. access to the Canada Emergency Response Benefit), will not prevent an increase in anticipated local demand for social assistance in the near future as many businesses that typically hire low income workers may be slow to recover in the next phase of the pandemic (e.g. restaurants, hotels, entertainment venues). In preparation of a potential demand increase, once these federal measures come to an end, staff are working to ensure all current cases are updated, to streamline the intake application process.
- Effective January 1, 2021, a portion of Niagara's OW Program Delivery funding allocation from the Ministry of Children, Community and Social Services will transfer to the Ministry of Labour, Training, and Skills Development to support the integration of employment services. The anticipated funding reduction will require a significant response and plan to ensure the budget for 2021 is inclusive of staffing, administration and cost shared client benefits will reflect the available funding for the year. Staff are currently completing an analysis to determine the best course of action to meet the anticipated demand in service as result of COVID-19 and how to best support clients in accessing a transformed employment system.

Niagara Regional Housing

Current Status of Operations/Changes

Niagara Regional Housing (NRH) wishes to share with Council that it continues to deliver essential services, in all business streams, while taking all the necessary safety precautions and protocols. Tenants continue to receive supports over the phone, in order to meet individual tenant needs, whenever possible.

- NRH is working with the Region on a Business Recovery Plan to safely resume as many on-site services (e.g., unit inspections, programs, events and activities) as possible, once regulations allow for this.
- Staff are also working on plans that will allow varying levels of supports in order to navigate through predicted changes in guidelines.

Significant Initiatives or Actions undertaken

- Additional security patrols have been added to communities that are struggling with social issues and adhering to Public Health guidelines.
- NRH has added regular disinfecting of all high-touch surfaces throughout its buildings.

Operational Outlook

- Community Housing has experienced a dramatic increase in social issues, disruptive behaviours and mental and physical health crises. This is due to tenants feeling the impacts of isolation in small units without access to their usual supports, programs, and activities.
- Constant and clear communication with tenants, staff and stakeholders has become more critical than ever as information changes rapidly and adjustments to services must be mobilized quickly.
- NRH continues to monitor the impact of COVID-19 on NRH rent and arrears balances.

Respectfully submitted and signed by

Adrienne Jugley, MSW, RSW, CHE
Commissioner

Subject: Niagara Prosperity Initiative 2020 Update

Report to: Public Health and Social Services Committee

Report date: Tuesday, June 16, 2020

Recommendations

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

Key Facts

- Since 2008 (COM 53-2008) Regional Council has authorized staff to invest \$1.5 million annually towards Niagara Prosperity Initiatives (NPI).
- NPI focuses on neighbourhood-based interventions to help build capacity and improve the quality of life for residents living in poverty.
- This report provides information on NPI projects approved in 2020.
- Twenty projects within the three priority areas of need; housing, health and employment, were approved for funding.
- Service impacts and outcomes anticipated include:
 - 6,215 people served
 - 201 jobs created and filled by people who live in poverty
 - \$47,997 in revenue generated from social enterprise projects.

Financial Considerations

Between 2008 and 2019, Niagara Region has provided \$1.5 million in annual funding to the Niagara Prosperity Initiative. Of this amount, \$150,000 is allocated each year to the Convener (Niagara Community Foundation) and Secretariat (United Way Niagara) functions to support administration and stakeholder engagement associated with this initiative. For 2020, responding to a number of critical budget pressures, Council approved a one-year \$250,000 reduction of the funding for NPI, with \$1.25 million allocated for 2020 NPI projects. Additionally, United Way Niagara reported \$104,130 in unspent funding (including interest) from 2019 projects, resulting in a total project allocation of \$1,204,130 in 2020.

Analysis

NPI focuses on neighbourhood based interventions and development to increase prosperity for Niagara residents living in poverty. The goals of NPI are as follows:

- To guide and direct investments on identified initiatives to alleviate poverty in neighborhoods across Niagara;
- To advocate for change that will reduce and prevent poverty in the community;
- To develop and enhance collaborative relationships between stakeholders; and
- To engage people living in poverty in meaningful ways to ensure that investments reflect need.

Three priority areas of need were used for the 2020 RFP process:

1. **Housing** (outreach, homelessness prevention, enhancing accessibility and improved stability);
2. **Health** (mental health, addictions, emotional health and wellbeing for children, dental needs for adults and sustainable access to healthy food);
3. **Employment** (social enterprises and working with Niagara's businesses to create secure jobs that pay a living wage).

The 2020 RFP was issued February 3rd and closed February 28, 2020. Forty-four applications, with a total funding request of \$5,028,686 were received. Of the 35 agencies that requested funding, twelve had never received NPI funding in the past.

Niagara Region approves funding applications based on the recommendations of an independent Review Committee. Review committee members for 2020 included two Regional Councillors (B. Greenwood, L. Villella); one employee from Niagara's non-profit sector; two Niagara Region employees (Children's Services and Public Health); one Brock University employee; and four members of the public.

The criteria for assessment matched the proposal criteria and scoring, as well as a list of review considerations, which were used to assist in deciding if the proposal was recommended or not recommended.

Assessors reviewed each of their assigned proposals independently, and then the group discussed funding recommendations. Due to the COVID-19 pandemic, discussions took place electronically over two half-day meetings in April 2020.

Consideration of the current urgent needs of Niagara residents living in poverty, as a result of COVID-19, was incorporated into the final approval process.

United Way Niagara finalized contracts based on these recommendations and a list of the approved projects by neighbourhood is attached as Appendix 1.

Twenty projects were approved totaling \$1,204,130 in funding. Below is a distribution summary of investments within the three priority areas. Ten projects are under Housing, seven projects are under Health and three projects are under Employment.

Types of Projects	\$	%	# of Projects
Housing – Outreach	\$184,647	15%	2
Housing – Improved Stability	\$186,149	15%	5
Housing – Homelessness Prevention	\$175,974	15%	3
Health – Mental Health Outreach	\$278,211	23%	3
Health – Healthy Food	\$81,732	7%	3
Health – Dental Needs for Adults	\$139,586	12%	1
Employment – Social Enterprises	\$157,831	13%	3
	\$1,204,130		20

NPI projects can be funded for one or two years. In 2020, all 20 projects will be funded for one year with contracts ending May 31, 2021.

In addition to the existing contract requirements, agencies have been advised that in the event they are unable to execute a project in full or in part, Niagara Region will recover unspent funds as soon as possible to ensure dollars can be redirected to other urgent areas of need as result of COVID-19.

Research Study

In 2018, Niagara Region's Social Assistance & Employment Opportunities division received funding of \$476,763 from the province's Local Poverty Reduction Fund (LPRF) for a three-year research project.

Brock University has been working on updating a report outlining the state of poverty in Niagara along with recommendations for NPI design and delivery. One of the recommendations being implemented for the 2020 funded projects is the implementation of a modified project evaluation practice, informed by the latest research, on measuring poverty and poverty reduction. The changes are expected to make reporting less cumbersome for service providers and less intrusive for service users while increasing the value, validity and reliability of the project outcome data that is collected.

In response to COVID-19, community consultations planned for the summer and fall may need to be completed in a different setting or modality. There has also been a temporary closure of the Statistics Canada Research Data Centre at McMaster University, which has delayed access to datasets. Brock is committed to adjusting the work plan as required and expects to complete the full report on schedule in early 2021.

Alternatives Reviewed

Not applicable.

Relationship to Council Strategic Priorities

Healthy and Vibrant Community. Foster a high quality of life through safe, inclusive neighbourhoods and delivery of quality, affordable and accessible human services.

Other Pertinent Reports

COM 04-2008 A Legacy of Poverty Addressing Cycles of Poverty and the Impact on Child Health in Niagara Region

COM 44-2011 Niagara Prosperity Initiative Update (*Building a New Legacy: Building Prosperity by Improving the Quality of Neighbourhood Life*)

COM 04-2019 Niagara Prosperity Initiative Update and Request for Review Committee Members

COM 2-2020 Niagara Prosperity Initiative Update

Prepared by:

Lori Watson
Director, Social Assistance &
Employment Opportunities
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 Marc Todd, Manager Community Services.

Appendices

Appendix 1 List of approved 2020 NPI projects and agencies

Appendix 1– 2020 Niagara Prosperity Initiatives

Regional

Agency	Project Name	Project Description	Funding Stream	Contract
Canadian Mental Health Association (CMHA)	Mental Health & Addictions Coach Project	CMHA Niagara and Community Addiction Services Niagara are collaborating with YWCA Niagara shelters to employ full-time Mental Health & Addiction Coaches. The Coaches support individuals in YWCA shelters who are experiencing mental health and addiction issues that interfere with their ability to find and maintain housing and employment, and help them develop a connection to their community.	Health – Mental Health Outreach	\$118,905
Community Care St. Catharines and Thorold	Brushed Aside 2020	This program funds either the dental needs of individuals who are ineligible for publicly funded programs, or the unfunded portion of those who are eligible. Community Care is the lead agency working with five partners across Niagara. The maximum annual allotment per client is \$1000.	Health - Dental	\$139,586
Gateway Residential & Community Support Services	Niagara Outreach Worker	This project will enhance “Assertive Street Outreach” services throughout the Niagara Region with the addition of a “Dual Diagnosis Outreach Specialist” which will enhance current service delivery and will include additional week-end coverage.	Housing - Outreach	\$112,845
Heartland Forest Nature Experience	Employ-Ability Skills for Adults with Disabilities	This project will continue offering structured and goal-oriented work experience programs for adults with intellectual and developmental disabilities. Working with local businesses and community partners these programs will help to develop individual’s employ-ability skills through centre and community based positions and social enterprise positions.	Employment – Social Enterprise	\$48,895
Quest Community	Peer Support in the ED for	Peer Support Workers with lived experience will provide nonclinical and referral assistance to homeless individuals. Positive peer support	Health – Mental	\$91,694

Agency	Project Name	Project Description	Funding Stream	Contract
Health Centre	People Experiencing Homelessness	interactions is expected to reduce social isolation and exclusion, increase referrals to community resources and help counteract negative perceptions of the healthcare system.	Health Outreach	
RAFT	Fresh Paint	This social enterprise project provides at-risk youth opportunities to work with experienced contractors to complete unit turnover preparation for Niagara Regional Housing. This requires youth to clean, repair, and paint units. Youth will be paid competitive wages and gain employment experience/training, while working with Youth Reconnect to ensure healthy life decisions and support to remain housed and connected to their community.	Employment – Social Enterprise	\$67,496

St. Catharines

Agency	Project Name	Project Description	Funding Stream	Contract
Community Care St. Catharines and Thorold	Community Housing Workers	Funding for two Housing Workers that will serve the vulnerable, low-income population through daily walk-ins or at weekly community drop-in sessions. These workers will develop and explore different types of housing supports such as roommate matching, to ultimately maximize efficiencies in the limited housing stock.	Homelessness - Prevention	\$39,165
Links for Greener Learning	The Good Food Box Plus Pop-Up Markets	The Good Food Box project aims to increase the use of fresh food in daily meals. Our priority is to reach communities with barriers to accessing fresh and affordable produce by providing low cost and high value monthly fresh produce boxes to households. Pop-up markets will be implemented in food deserts in partnership with Niagara Public Health.	Health – Food	\$8,804

Agency	Project Name	Project Description	Funding Stream	Contract
Links for Greener Learning	Garden Makers Program	Funding will be used to scale up the 'From Our Garden' social enterprise and skills training program into other municipalities. This project provides socially marginalized people an opportunity to gain practical skills and training through community gardening.	Employment – Social Enterprise	\$10,360
Gillian's Place	Second-Stage Housing and Support Program	Funding for seven affordable transitional housing units in downtown St. Catharines for women and children escaping violence. Women and their children experiencing poverty will receive a full spectrum of wrap-around case-management and group life-skills support programming while residing in these units as they transition from violence to independence.	Housing – Improved Stability	\$46,290
Start Me Up Niagara	The Niagara Rooming House Project	Assisting landlords and tenants with practical support to ensure issues that negatively impact tenancy in single room occupancy dwellings are addressed. By supporting individuals with complex needs and/or mental health concerns, the goal is to reduce evictions and maintain the availability of single room occupancy dwellings as part of housing stock.	Homelessness - Prevention	\$62,645
Start Me Up Niagara	Income Matters	Income Matters helps people experiencing poverty and homelessness improve their financial situation by providing help for them to access finances, budgeting, tax filing, and applications to eligible benefits and credits. This is increasingly critical as government shifts to modernizing to digital systems, creating additional barriers for some people.	Housing – Improved Stability	\$14,050
Westview Christian Fellowship	Westview Centre4Women	Westview Centre4Women opens doors and reduces isolation for women living in poverty through workshops, mentoring, compassion and advocacy. Services include hot meals, pantry access, laundry services, literacy classes, education, employment / housing support, haircuts, hygiene, free clothing, income tax classes, field trips and many other services.	Housing - Outreach	\$71,802

Welland

Agency	Project Name	Project Description	Funding Stream	Contract
Cyber-Seniors: Connecting Generations	Cyber-Seniors Building Self-Reliance	This project will provide low income seniors with access to technology and Wi-Fi within their place of residence and teach them how to acquire information, resources and social supports that lead to greater self-reliance and improved housing stability.	Housing – Improved Stability	\$14,893
The Hope Centre	Return 2 Hope Counselling Program	This project will offer free, high quality counselling service to individuals without access to affordable mental health services. Group and individual counseling sessions will be offered by a registered psychotherapist and is essential to successfully facilitating growth and change to reduce the impact of past trauma and other root causes of homelessness.	Health – Mental Health Outreach	\$67,612
Links for Greener Learning	The Good Food Box Plus Pop-Up Markets	The Good Food Box project aims to increase the use of fresh food in daily meals. Our priority is to reach communities with barriers to accessing fresh and affordable produce by providing low cost and high value monthly fresh produce boxes to households. Pop-up markets will be implemented in food deserts in partnership with Niagara Public Health.	Health – Food	\$8,804
Links for Greener Learning	Garden Makers Program	Funding will be used to scale up the 'From Our Garden' social enterprise and skills training program into other municipalities. This project provides socially marginalized people an opportunity to gain practical skills and training through community gardening.	Employment – Social Enterprise	\$10,360
Open Arms Mission	Service Hours Expansion	This funding will extend service hours for the Welland foodbank in the afternoon to decrease barriers to access healthy food.	Health - Food	\$7,319
Welland Heritage Council and Multicultural Centre	Housing Coordinator	This project will fund a Housing Coordinator position to serve newcomers in the community, and will provide shelter intake support, facilitate the transition of clients into permanent housing, promote self-reliance, and educate newcomers about housing and renting in Canada.	Housing – Improved Stability	\$41,615

Niagara Falls

Agency	Project Name	Project Description	Funding Stream	Contract
Cyber-Seniors: Connecting Generations	Cyber-Seniors Building Self-Reliance	This project will provide low income seniors with access to technology and Wi-Fi within their place of residence and teach them how to acquire information, resources and social supports that lead to greater self-reliance and improved housing stability.	Housing – Improved Stability	\$14,893
Links for Greener Learning	The Good Food Box Plus Pop-Up Markets	The Good Food Box project aims to increase the use of fresh food in daily meals. Our priority is to reach communities with barriers to accessing fresh and affordable produce by providing low cost and high value monthly fresh produce boxes to households. Pop-up markets will be implemented in food deserts in partnership with Niagara Public Health.	Health – Food	\$8,804
Links for Greener Learning	Garden Makers Program	Funding will be used to scale up the 'From Our Garden' social enterprise and skills training program into other municipalities. This project provides socially marginalized people an opportunity to gain practical skills and training through community gardening.	Employment – Social Enterprise	\$10,360
Project SHARE of Niagara Falls Inc.	Growing Food Security	This project will provide workshops and events on planting, growing, preparing and preserving produce. Individuals will gain skills that will increase their food security, improve their access to fresh organic produce; and develop healthier eating habits. Funding will be used to double the size of the urban farm at Westlane Secondary allowing a 50% increase in fresh produce.	Health – Food	\$14,270
Project SHARE of Niagara Falls Inc.	Child and Youth Support Program	This project will provide essential supports including diapers and wipes, formula, healthy snacks for children, new running shoes and school supplies and Christmas gifts for teenagers for families living below the low income measure in Niagara Falls.	Housing – Improved Stability	\$25,465

Port Colborne

Agency	Project Name	Project Description	Funding Stream	Contract
Links for Greener Learning	The Good Food Box Plus Pop-Up Markets	The Good Food Box project aims to increase the use of fresh food in daily meals. Our priority is to reach communities with barriers to accessing fresh and affordable produce by providing low cost and high value monthly fresh produce boxes to households. Pop-up markets will be implemented in food deserts in partnership with Niagara Public Health.	Health – Food	\$8,804

Fort Erie

Agency	Project Name	Project Description	Funding Stream	Contract
Links for Greener Learning	The Good Food Box Plus Pop-Up Markets	The Good Food Box project aims to increase the use of fresh food in daily meals. Our priority is to reach communities with barriers to accessing fresh and affordable produce by providing low cost and high value monthly fresh produce boxes to households. Pop-up markets will be implemented in food deserts in partnership with Niagara Public Health.	Health – Food	\$8,804

Thorold

Agency	Project Name	Project Description	Funding Stream	Contract
Community Care St. Catharines and Thorold	Community Housing Workers	Funding for two Housing Workers that will serve the vulnerable, low-income population through daily walk-ins or at weekly community drop-in sessions. These workers will develop and explore different types of housing supports such as roommate matching, to ultimately maximize efficiencies in the limited housing stock.	Homelessness - Prevention	\$39,164
Start Me Up Niagara	Income Matters	Income Matters helps people experiencing poverty and homelessness improve their financial situation by providing help for them to access finances, budgeting, tax filing, and applications to eligible benefits and credits. This is increasingly critical as government shifts to modernizing to digital systems, creating additional barriers for some people.	Housing – Improved Stability	\$14,050

Grimsby

Agency	Project Name	Project Description	Funding Stream	Contract
Cyber-Seniors: Connecting Generations	Cyber-Seniors Building Self-Reliance	This project will provide low income seniors with access to technology and Wi-Fi within their place of residence and teach them how to acquire information, resources and social supports that lead to greater self-reliance and improved housing stability.	Housing – Improved Stability	\$14,893
Grimsby Benevolent Fund	Rental Assistance Service	The Rental Assistance Service provides eligible, low-income households with assistance to help with monthly rent payments in the private market. The program provides one-time rent assistance for people facing eviction and subsidy for people paying more than 30% of their total income on rent.	Homelessness - Prevention	\$35,000

Lincoln

Agency	Project Name	Project Description	Funding Stream	Contract
Links for Greener Learning	Garden Makers Program	Funding will be used to scale up the 'From Our Garden' social enterprise and skills training program into other municipalities. This project provides socially marginalized people an opportunity to gain practical skills and training through community gardening.	Employment – Social Enterprise	\$10,360

Wainfleet

Agency	Project Name	Project Description	Funding Stream	Contract
Open Arms Mission	Service Hours Expansion	This funding will extend service hours for the Welland foodbank in the afternoon to decrease barriers to access healthy food.	Health - Food	\$7,319

West Lincoln

Agency	Project Name	Project Description	Funding Stream	Contract
Links for Greener Learning	The Good Food Box Plus Pop-Up Markets	The Good Food Box project aims to increase the use of fresh food in daily meals. Our priority is to reach communities with barriers to accessing fresh and affordable produce by providing low cost and high value monthly fresh produce boxes to households. Pop-up markets will be implemented in food deserts in partnership with Niagara Public Health.	Health – Food	\$8,804

Subject: Seniors Services Quality Improvement Report – January to March 2020

Report to: Public Health and Social Services Committee

Report date: Tuesday, June 16, 2020

Recommendations

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

Key Facts

- The purpose of this report is to provide Committee and Council with highlights of quality initiatives and outcomes in the first quarter of 2020 for Seniors Services. Areas of focus in this quality update include:
 - Resident Satisfaction Survey Results
 - COVID-19 Seniors Services- Long Term Care
 - COVID-19 Seniors Services – Community Programs

Financial Considerations

The activities highlighted in this report were funded within the 2020 approved operating budgets. The Ministry of Long-Term Care (MLTC) and Ontario Health West are the primary sources of funding for the Seniors Services division. Other funding sources include user fees and levy.

Analysis

Resident Satisfaction Survey Results

The *Long-Term Care Homes Act, 2007* requires long-term care (LTC) homes across Ontario to administer an annual survey to measure resident / family satisfaction. To meet this requirement, and as part of the division's Continuous Quality Improvement program, Seniors Services issued an annual survey to residents and families in the fall of 2019.

The survey tool used incorporates a number of questions that are consistent across municipal LTC homes. The data collected is shared with the Municipal Benchmarking

Network Canada (MBN) to support benchmarking performance outcomes with other municipal long-term care homes

Residents and families were provided the option to complete the survey in hard copy or electronically. In total, 351 surveys were completed, 23% of responses were by residents and 77% of responses were by families.

The average overall satisfaction score across the eight homes was 94% for the first quarter of 2020. The overall satisfaction has been relatively consistent over the last four years, with a slight decrease this year from the 2019 outcome of 95%. The MBN average for municipal LTC homes for 2019 was 93%.

The three questions on the survey that generated the highest average scores across the eight homes were as follows:

Survey Question	Response Score
Staff treat me with compassion and respect.	98%
Do you get a good impression as you enter the home?	97%
Do you feel safe in the home?	97%

The two questions on the survey that generated the lowest average scores across the eight homes were as follows:

Survey Question	Response Score
I am satisfied with the quality of food and snacks.	82%
The physician responds in a timely manner regarding my medical care.	86%

Each individual home develops an action plan for any specific response area that falls below 80%. Action plans are developed in collaboration with families and residents and shared among the eight homes. Homes post the results of the Resident and Family Satisfaction Survey and the Action Plan on the Resident Information Board as well as on the Family Information Board. The results are also shared with Residents' Council and Family Council.

A number of improvement initiatives have been implemented to address the areas with lower outcomes. For example, in an effort to improve resident satisfaction with food, homes have improved the quality of protein products, especially breaded products, and homes are in the process of finalizing a new summer menu based on resident input. To

improve attending physician satisfaction some homes have started to book appointments between attending physicians and families to provide an opportunity to discuss concerns as families are not always in the home when physicians are scheduled to complete their rounds.

To augment the Satisfaction Survey, the LTC homes issue a number of 'point-in-time' surveys throughout the year. For example, meal surveys are completed with residents a number of times per year at the time of dining and immediately after a program or special event to ensure that audit results incorporate feedback from residents with potential memory deficits.

Staff will be initiating a review of the Satisfaction Survey Tool and survey process in collaboration with the Resident Family Advisory Council this summer to identify opportunities to improve survey response rates.

COVID-19 Seniors Services: Long-Term Care Homes

COVID-19 poses a significant threat to the residents of LTC homes who are older and more medically complex than the general population, and therefore are more susceptible to infection from COVID-19. A number of risk mitigation measures have been put in place across the Region's long-term care homes in line with Ministry of Health, Ministry of Long-Term Care and Public Health direction to support the safety of residents and staff. The Seniors Services safety and risk mitigation strategy is based on an underlying principle of ensuring an abundance of caution, often above minimum requirements.

Measures that have been implemented to support the prevention of COVID-19 in Q1 and into Q2 include:

- All homes are closed to visitors at this time (with the exception of end-of-life compassionate visits).
- All staff are actively screened when they come into the home at the beginning of their shift and when they leave the home at the end of their shift. The active screening includes, in person interviews, and taking each employee's temperature. Staff who have a symptom or who have been exposed to someone with COVID-19 are tested and go into self-isolation. All staff are also self-monitoring throughout their shift and if they begin to feel unwell or develop a symptom are required to immediately leave and contact Public Health for testing.
- All staff are working only at a single home at this time.

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- Each employee in the home wears a surgical mask at all times when they are at work. When staff provide care for a resident in isolation they wear a mask (surgical or N95 depending on the type of care), a gown, gloves and a face shield. Regional homes have sufficient supplies of Personal Protective Equipment (PPE) to ensure that staff have the necessary products available for them at all times.
 - All residents are screened twice daily for symptoms, in addition to ongoing heightened surveillance of residents throughout all shifts. If a resident has a symptom associated with COVID 19, they are isolated and tested. If a resident is transferred from hospital, they are tested prior to transfer, only transferred if test results are negative and within 24 hours of the negative test result. A negative result does not rule out the potential for incubating illness and as such all new and returning residents must remain in isolation under Droplet and Contact Precautions for the 14-day period following arrival.
 - Dining areas and lounges have been reorganized to support social distancing. Furniture such as sofas have been removed (where required) and replaced with chairs that are placed at an appropriate distance apart. Dining areas have been reconfigured to ensure social distancing. Residents who are in isolation but prone to wandering have been assigned one-to-one support to ensure that if they wander from their room they are maintaining physical distancing at all times.
 - Enhanced environmental cleaning continues with additional housekeeping shifts and with increased frequency of cleaning and disinfecting 'high touch' surfaces.
 - All food and product deliveries are dropped off in an identified area in the parking lot and all deliveries are disinfected prior to being brought into the homes.
 - Communication plans have been implemented to support resident interaction with families through means such as phone calls, Skype or FaceTime. Recreation and social work staff are focused on ensuring residents have access to the supports they need through these challenging times.
 - All staff have had refresher training and updates on respiratory outbreak management, hand hygiene, appropriate use of personal protective equipment and on all aspects of COVID-19, and related care and risk management implications.
 - Extra staffing hours have been added to ensure residents receive the care they require.
 - Redeployed Regional staff are providing support with screening of staff and essential visitors, as well as providing support with dietary, housekeeping and laundry services.
 - Joint Occupational Health and Safety Co-Chairs complete a daily COVID-19 Spot Check Report.

-
- Joint Occupational Health and Safety Co-Chairs reviewed and signed off on a COVID-19 specific Risk Assessment that details health and safety control measures by category including engineering controls, administrative controls and PPE with corresponding measures to mitigate transmission of infection in each domain.
 - Daily calls with the leadership teams and daily written summaries detail the updated implementation requirements for new and / or revised directives and orders from Ontario Health, the Ministry of Long-Term Care, the Ministry of Health, the Ministry of Labour, Public Health Ontario and Niagara Region Public Health.

Next Steps

Into Q2 Seniors Services will be continuing precautionary safety measures as well as initiating a recovery plan and preparation for a possible second wave of COVID-19 in the fall.

COVID-19 Seniors Services: Community Programs

In March, the Adult Day Program and Wellness programs were suspended and impacted staff were redeployed to the long-term care homes and Deer Park Suites Assisted Living. The redeployed staff are supporting communication between residents and families (FaceTime, Skype, phone calls) as well as mealtime assistance.

Respite companions have been redeployed and are providing telephone support to clients and families in the community. The phone calls enable a check in with isolated or vulnerable seniors in the community to make sure they are safe and well and provide a social connection to mitigate feelings of loneliness.

Outreach and Respite Program staff have been redeployed to support two community launches in an effort to mitigate risk for vulnerable seniors:

- ***Niagara, we're in this together*** is a multi-agency, community collaboration to address essential needs of vulnerable older adults across Niagara. Through this program, community workers complete wellness checks and assist seniors to secure essential needs including on-line grocery ordering, grocery delivery services, meal services, essential transportation access, and medication access.
- **Niagara Gatekeepers** launched an awareness campaign to advertise the number to call when supports are needed to connect seniors with food access programs, medication access, other essential needs, and transportation to essential appointments.

Next Steps

Into Q2 Community Programs staff will continue to focus on supporting vulnerable seniors in the community and developing programs in response to the anticipated 'new normal' of the pandemic and potential second wave of COVID-19 in the fall.

Alternatives Reviewed

Not Applicable.

Relationship to Council Strategic Priorities

Healthy and Vibrant Community.

Other Pertinent Reports

None.

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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 Carol Rudel Administrator Seniors Community Programs and reviewed by Henri Koning, Director, Seniors Services.

Appendices

Appendix 1 Seniors Services Report Card

Appendix 1

Seniors Services Report Card 2020

Measures	Definition	2019 Q2	2019 Q3	2019 Q4	2020 Q1
Seniors Long Term Care Home Metrics					
Resident Satisfaction Survey	This metric provides a measure of resident perception of services and overall rating of a great place to live. The survey is issued annually. In 2019 the average for the eight Niagara Region LTC Homes was 95%. The 2019 MBN average for upper-tier municipalities was 93%.				94
Pressure Ulcers	This is a measure of the number of residents with worsened stage 2-4 pressure ulcers (i.e. the stage of pressure ulcer is greater on the target assessment than on the prior assessment) (prov. avg. 2.6%).	3.73	3.25	2.96	2.91
Outbreaks	The resident home area may be declared in outbreak by Public Health if two or more residents residing in the same resident home area have two or more consistent infectious symptoms (In 2019 the total number of outbreaks was 16). ⁱ	2	4	3	6
% of Resident who have fallen in the last 30 days	This is a measure of the % of residents who sustained a fall in the last 30 days recorded on their target assessment. (prov. avg. 16.40%)	18.25	17.0	16.65	17.01
% of Residents with New Fractures	This is a measure of the % of residents who sustained a fracture during this quarter on their most recent assessment. The goal is to minimize all fractures. (prov. avg. 1.4%)	0.79	1.64	1.075	1.36

Measures	Definition	2019 Q2	2019 Q3	2019 Q4	2020 Q1
Seniors Community Programs					
Number of unique individuals served in 2019-2020	Individual is counted once in a calendar year regardless of the number of services one individual may be accessing.	1698	1748	1614	1611
% satisfied with overall services	Average across all Seniors Community Programs.				98
# of complex case consultations	Multi-agency collaboration is required to support the diverse needs of the individual in developing a community plan of support/care.	7	23	4	11

ⁱ In the event of COVID-19, Public Health will declare an outbreak if a single resident or staff test positive for COVID-19. One of the six outbreaks in Q1 was a COVID-19 outbreak. One employee developed symptoms and tested positive for COVID-19. There was no spread of the virus to residents or staff in the home.

Subject: Homelessness Services Report 2019
Report to: Public Health and Social Services Committee
Report date: Tuesday, June 16, 2020

Recommendations

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

Key Facts

- This report provides information regarding Homelessness Services activities and metrics for 2019 and planned activities for 2020.
- Niagara was successful in its application to join Built for Zero Canada, a movement dedicated to helping communities work toward an end to chronic and high-acuity homelessness.
- In 2019, 35 spaces were added to the Housing First and Home for Good supportive housing programs, bringing the total capacity at the end of the year to 200 and 58, respectively.
- Niagara implemented a shelter diversion pilot to support individuals presenting to shelter in finding other options to stabilize their housing situation.
- Negotiated Requests for Proposal were issued in late 2019 to procure Emergency Shelter, Assertive Street Outreach, Prevention, Transitional Housing, and Housing with Supports (Housing First and Home for Good) services, including a Request for Pre-Qualification for the Niagara Emergency Energy Fund.

Financial Considerations

The activities highlighted in this report were provided within the 2019 approved operating budget. As per the 2019 approved budget, Homelessness Services is primarily funded by the Ministry of Municipal Affairs and Housing (MMAH) (\$8,286,923 - 76.0% (which includes Community Homelessness Prevention Initiative (CHPI) and Home for Good funding), and also by the federal Reaching Home program (\$897,623 - 8.2%), as well as Regional levy (\$1,713,561 – 15.7%).

Analysis

Community Services operationalizes the Region's provincially mandated responsibilities as the Consolidated Municipal Service Manager (CMSM) for the homeless-serving system in Niagara. Its key responsibility is service system planning and administration for the homeless-serving system, and it operates under rules established by the MMAH and by Employment and Social Development Canada (ESDC). Niagara Region also receives federal funding under the Reaching Home program and is identified as the local Community Entity for this funding.

Homelessness services were delivered by 22 community agencies through purchase of service contracts with Niagara Region in 2019. The types of homelessness services align with the Council approved priorities of assertive outreach, supported transitional housing, Housing First and Home for Good supportive housing, emergency shelters, and homelessness prevention. In 2020, homelessness services will be delivered by 18 community agencies following the procurement of services through a Negotiated Request for Proposals (NRFP) process.

Service system management includes establishing and maintaining relationships with community agencies and others to set priorities and identify gaps. Administrative responsibilities include allocating resources to meet local needs including setting and implementing accountability structures to manage and deliver an outcome-focused service system.

Homelessness Services Metrics

Initiative	2017	2018	2019
Emergency Shelter			
Number of unique individuals accessing shelter	1949	2156	2141
Average length of stay (in days per admission)	24.3	25.0	20.9
Average nightly bed occupancy rate	107.6%	104.5%	107.3%
Prevention			
Number of unique households that received a Niagara Emergency Energy Fund (NEEF) issuance	950	826	802
Average value of NEEF issuances	\$574	\$681	\$703
Number of unique households that received a Housing Stability Plan benefit	3306	3615	3675
Average value of Housing Stability Plan benefits issued (e.g., rent arrears, last month's rent deposit)	\$705	\$738	\$782

Initiative	2017	2018	2019
Housing with Related Supports			
Number of unique (new) individuals placed in Housing First	85	68	63
Number of unique (new) individuals placed in Home for Good	N/A	33	9

Homelessness Services Activities

The following are activities undertaken in 2019 to support continuous improvement within the homeless-serving system and drive outcomes related to the reduction of local homelessness.

- The Housing and Homelessness Action Plan was updated after completion of a five-year review and was subsequently approved by MMAH.
- The 'Homeless Individuals and Families Information System' (HIFIS) became the primary data collection tool for Homelessness Services. HIFIS is a web-based homeless management information system created by the federal government and available at no cost to Niagara Region (for the software). This system captures client information including demographics, housing histories, case management interactions and goal achievement. With a few exceptions, most client information in HIFIS is shared across providers within Niagara's homeless-serving system, facilitating better coordination of services between staff/providers at different community agencies, as well as with Regional staff.
- Niagara joined the Built for Zero Canada (BFZ-C) movement to end chronic homelessness. A Coordinated Access program analyst position was added to the Homelessness Services team and the BFZ-C Home Team was formed as the working group leading Niagara's participation in Built for Zero Canada and support the achievement of a By-Name List (BNL) and Coordinated Access, which are best practices that will assist Niagara to end chronic homelessness (also Reaching Home requirements).
- Niagara's BFZ-C team lead (Coordinated Access program analyst) and data lead (program evaluation and data advisor) worked with the information and analytics senior architect from the Region's IT department to develop a BNL report, as well as BFZ-C performance tracking reports, that draw directly from the data entered into HIFIS by the homeless-serving system.
- In late 2019, Coordinated Access principles were tested in selecting individuals for newly available Home for Good spaces. Clients referred to the program were

prioritized utilizing specific criteria (e.g., Indigenous identity, youth) and were selected at a meeting of frontline stakeholders based on the prioritization process.

Niagara Region's Housing First supportive housing program, operating since 2014, continued to provide housing placement services, case management supports and rent supplements to support individuals experiencing chronic and/or episodic homelessness to achieve housing stability long-term. At their six-month milestone, 82% of clients were housed and active in the program, or had successfully exited Housing First. At 12 months, this rate was 79%. **These results are considered quite positive within the Housing First model.**

HF Program Status	Outcome		At 6 Months		At 12 Months	
Active	Still housed	Original placement	189	68%	129	52%
		Subsequent placement	25	9%	41	17%
	Waiting for subsequent placement		23	8%	13	5%
Discharged	Exited to homelessness		7	3%	8	3%
	Exited successfully		15	5%	26	10%
	Exited for other reasons		18	7%	31	13%
Total			277	100%	248	100%

- Through a partnership with Niagara Regional Housing (NRH), 17 units in a newly constructed NRH apartment building were added to the Housing First program, along with office space for an on-site Housing First case manager.
- Gateway Residential and Community Support Services' new Home for Good build in Port Colborne neared completion, with anticipated occupancy in early 2020. This will add eight purpose-built units to the Home for Good supportive housing program.
- Another 10 community-based Home for Good units were added in late 2019. In Home for Good, clients receive similar but enhanced case management supports, as in Housing First, with a reduced caseload ratio for support workers due to more complex needs, as well as the provision of mental health services, addiction services, and occupational therapy, as needed.

In April 2019, The RAFT launched a youth shelter diversion program, in which a shelter diversion worker meets with individuals seeking emergency shelter at The RAFT. Through completion of a structured shelter diversion tool and process, based on the Region of Waterloo's model, other options are explored to stabilize the individual's housing situation. In the first six months of the program, over 40% of youth were successfully diverted to other housing options within 48 hours of presenting. Building upon this success, The RAFT and Southridge Shelter partnered in November 2019 so

that The RAFT performs shelter diversion for all youth (age 16-24) at both emergency shelters and Southridge adopted the same model of structured shelter diversion in their emergency shelter for individuals age 25+. In 2019 and into 2020, the rate of successful diversion from The RAFT youth shelter remained over 40%. For youth first-time shelter users, the rate of successful diversion was over 50%. Successful diversion rates are significantly lower among adults, although the practice is still effective, and especially worthwhile among adult first-time shelter users. Shelter diversion was included in the 2020 NRFP for Prevention and awarded to ensure this best practice will be implemented across the shelter system.

Successful Diversion	The RAFT All Youth	The RAFT New to Shelter System
No	58.6%	42.6%
Yes	41.4%	57.4%
Total	100.0%	100.0%

- Consultations regarding outreach services and possible enhancement to this category of programming occurred resulting in a final report and the creation of Assertive Street Outreach Guidelines. This work formed the basis for procurement of redesigned Assertive Street Outreach services through a NRFP process.
- The NRFPs issued in late 2019 reflected the large scale homeless-serving system transformation work that has been taking place to support Niagara's movement towards the System 2.0 model and the System 3.0 model. These models and associated activities were outlined in Niagara Region's Homelessness Services System Review (e.g. sharing the Housing-Focused Shelter Framework, including program and system Key Performance Indicators in procurement documents, welcoming a lead-agency model for proponents in the procurement process, etc.).

In December 2019, Niagara Region hosted a presentation by Iain De Jong to nearly 300 attendees, including elected officials, service providers and other stakeholders. 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.

Other Planned Enhancements

Enhancements planned or started for 2020 (excluding efforts associated with COVID-19):

- Award new Homelessness Services contracts
 - Consolidation of Housing First and Home for Good provision
 - Assertive Street Outreach team approach
- Expand Shelter Diversion services
- Formalize a training calendar for homeless-serving system staff
- Implement human trafficking safe house pilot
- Achieve a Quality By-Name List (aligned with federal Reaching Home requirements)
 - Implement common assessment tool across homeless-serving system
- Continue work on Coordinated Access system (aligned with federal Reaching Home requirements)
- Measure progress toward program and system KPIs
- Begin Housing-Focused Shelter and Bridge Housing pilots
- Implement mapping software for Assertive Street Outreach team

Alternatives Reviewed

Not Applicable

Relationship to Council Strategic Priorities

Homelessness services support the Healthy and Vibrant Community Council Priority.

Other Pertinent Reports

- COM 08-2020 HHAP Update 2019
- COM 01-2020 CHPI Investment Plan 2020-21
- COM 40-2019 Five-Year Review of Niagara's 10-Year HHAP
- COM 26-2019 Homelessness Services Report 2018
- COM 23-2019 Niagara Region Application for Built for Zero Canada
- COM 10-2019 Homelessness Services System Review
- COM 01-2019 CHPI Investment Plan 2019-20
- COM 16-2018 Homelessness Point-in-Time Count Report
- COM 08-2018 Homelessness Services Report 2017

Prepared by:

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Program Evaluation and Data 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 Stephanie Muhic, Program Financial Specialist, and reviewed by Maggie Penca, Manager, Homelessness Services and Cathy Cousins, Director, Homelessness Services and Community Engagement.



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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 7-2020:

That Niagara Regional Housing Quarterly Report January 1 to March 31, 2020 be APPROVED and FORWARDED to the Public Health and Social Services Committee and subsequently to Regional and Municipal Councils for information.

Your assistance is requested in moving report NRH 7-2020 through proper channels to Regional Council.

Sincerely,

Councillor Walter Sendzik
Chair



Q1 (January 1 to March 31, 2020) to Board of Directors

Recommendation:

That Niagara Regional Housing Quarterly Report January 1 to March 31, 2020 be APPROVED and FORWARDED to the Public Health and Social Services Committee and subsequently to Regional and Municipal Councils for information.

Submitted by:

Donna Woiceshyn
Chief Executive Officer

Approved by:

Walter Sendzik
Chair

Directors:

Walter Sendzik, Chair
Regional Councillor
St. Catharines

Gary Zalepa, Treasurer
Regional Councillor
Niagara-on-the-Lake

Tom Insinna
Regional Councillor
Fort Erie

James Hyatt, Vice-Chair
Community Director
St. Catharines

Betty Ann Baker
Community Director
St. Catharines

Betty Lou Souter
Community Director
St. Catharines

Karen Blackley, Secretary
Community Director
Thorold

Barbara Butters
Regional Councillor
Port Colborne

Leanne Villella
Regional Councillor
Welland

HIGHLIGHTS:**Application Activity**

678 received & processed

**Work Orders**

2,575 issued

**Capital Program**

42 purchase orders issued
1 public tender closed
1 project ongoing

**Rent Arrears**

= \$71,135.25

or

5.46% of the monthly rent charges

**Community Resources & Partnerships**

offered supports to

327

new referrals



43

partners

Non-Profit Housing Programs

62% deemed HEALTHY

**Rent Supplement / Housing Allowance**

1,457 units

**Niagara Renovates**

- Inspections on hold due to COVID-19
- 8 homeowners approved for funding

Welcome Home Niagara

4 homeowners received assistance
1 was an NRH tenant

**Housing First Project**

13
Individuals / families housed

**Appeals**

= **11** 7 upheld
4 overturned

**New Development**

Hawkins/Dell

- Demolition complete
- Construction - spring 2020 but may be delayed due to COVID-19



***V**ISION*

That the Niagara community will provide affordable, accessible and quality housing for all residents

***M**ISSION*

To expand opportunities that make affordable housing an integral part of building healthy and sustainable communities in Niagara

As the administrator of social housing for Niagara Region, Niagara Regional Housing (NRH) works to fulfill our vision and mission through six main areas of responsibility:

1. [Public Housing \(NRH Owned Units\)](#)
2. [Non-Profit Housing Programs](#)
3. [Rent Supplement Program](#)
4. [Affordable Housing Program](#)
5. [Service Manager Responsibilities](#)
6. [Housing Access Centre and Centralized Waiting List](#)



Definitions can be found in the attached Reference Sheet.

1. Public Housing (NRH Owned Units)

DAY-TO-DAY MAINTENANCE:

In Q1, **2,575 work orders** were issued, representing \$905,371.35. \$39,965.18 of this amount was charged back to tenants who were held responsible for damages.

	2019-Q1	2019-Q2	2019-Q3	2019-Q4	2020-Q1
# of work orders issued	2,500	3,084	3,111	3,675	2,575

CAPITAL PROGRAM:

The Capital Program is responsible for maintaining the Public Housing (NRH Owned Units) asset and planning for future sustainability.

In Q1, 42 purchase orders were issued, 1 public tender closed and purchase orders issued \$1,569,627.

The Capital Program was responsible for one capital project and 41 purchase orders valued at \$1,569,627:

- one project - replacement of balconies and railings
- 41 RFPs and RFQs - various investigations, health and safety repairs, structural repairs and pavement retrofits

As of March 31, 2020, \$ 1,569,627 of the \$11.7 budgeted (excluding emergency) has been committed and or actually spent (13.41%).

TENANT MOVE OUTS:

Move Outs By Reason

Health	3	NRH Transfer	14
Long Term Care Facility	12	Moved to Coop or Non-Profit	2
Deceased	12	Bought a House	1
Private Rental	4	Left Without Notice	1
Voluntarily Left Under Notice	1	Other/None Given	10
Eviction – Tribunal	2	Cease to Qualify	0
		TOTAL	62

In Q1, there were **62 move outs**. Two involved eviction orders granted under the Ontario Landlord Tenant Board (LTB) – Arrears (one), Disturbances N5 (one). One of the evictions was enforced by the Sherriff.

	2019-Q1	2019-Q2	2019-Q3	2019-Q4	2020-Q1
# of move outs	51	86	57	71	62

ARREARS:

NRH Housing Operations actively works to reduce rent arrears but saw an increase in 2020-Q1 due to COVID-19 and tenant job loss while they await provincial benefits.

	Mar 31, 2019	Jun 30, 2019	Sept 30, 2019	Dec 31, 2019	Mar 31, 2020
Rent charges for the month	\$1,203,317.00	\$1,257,090.00	\$1,267,460.00	\$1,286,793.00	\$1,302,721.00
Accumulated rent arrears	\$35,736.89	\$34,004.39	\$35,549.21	\$36,134.21	\$71,135.25
Arrears %	2.97%	2.71%	2.80%	2.81%	5.46%

INSURANCE:

In Q1, there were four property damage claims awaiting final costs with payout pending.

COMMUNITY RESOURCES AND PARTNERSHIPS:

In Q1, we had partnerships with **43 community agencies** across Niagara. As a result of these partnerships, more than 200 support and enrichment activities were offered to tenants at NRH sites. Each partnership contributes to tenant lives and, in turn, the success of the Public Housing community as a whole:

- NRH began working with local partners to bring the Ontario Seniors Dental Care Program to eligible low-income seniors in NRH communities. Quest Health Centres, Centre De Sante and Bridges Health Centre facilitated presentations and applications for the program, which will provide dental benefits to seniors who do not have access through other government programs such as Ontario Disability Support Program (ODSP), Ontario Works (OW) or Non-Insured Health Benefits (NIHB).

Also during Q1, NRH Community Programs Coordinators (CPCs) offered support to **327 new referrals of tenants in need of assistance**. Of those new referrals, **59% were considered medium-high need**, (e.g. child safety concerns, eviction, social issues, cognitive concerns). In particular, there was an increase in the number of tenants needing help with supports and referrals to other agencies.

2. Non-Profit Housing Programs

As administrator of social housing for Niagara Region, NRH provides legislative oversight for **60 Non-Profit Housing Programs (non-profit and co-operative)**. Operational Reviews are conducted to determine the overall health of each.

	2019-Q1	2019-Q2	2019-Q3	2019-Q4	2020-Q1
Healthy	40	40	40	39	37
Routine Monitoring	18	17	17	18	21
Intensive Monitoring	0	1	1	1	0
Pre-PID (Project in Difficulty)	1	1	1	1	1
PID (Project in Difficulty)	1	1	1	1	1
TOTAL	60	60	60	60	60

NRH Housing Programs staff continue to work with Housing Providers as they move toward End of Operating Agreements (EOA) / End of Mortgage (EOM).

3. Rent Supplement Program

In Q1, there were **1,457 Rent Supplement/Housing Allowance units** across Niagara. In the Rent Supplement program, tenants pay 30% of their gross monthly income directly to the private landlord and NRH subsidizes the difference up to the market rent for the unit. The Housing Allowance program is a short-term program that provides a set allowance to help applicants on the wait list.

	2019-Q1	2019-Q2	2019-Q3	2019-Q4	2020-Q1
Fort Erie	26	32	32	30	32
Grimsby	34	26	24	22	18
Lincoln (Beamsville)	11	11	11	13	14
Niagara Falls	235	239	240	239	237
Niagara-on-the-Lake	4	5	5	5	5
Pelham	20	19	19	19	17
Port Colborne	67	62	65	64	67
St. Catharines	741	780	773	778	798
Thorold	57	61	56	57	61
Welland	209	203	200	198	192
West Lincoln	15	15	15	16	16
TOTAL	1,419	1,453	1,440	1,441	1,457

Variance in the Rent Supplement program are a reflection of fluctuation between agreements ending and new agreements taken up with landlords.

An **In-Situ Rent Supplement Program** has been developed to engage new landlords and offer applicants on the Centralized Waiting List an opportunity to receive Rent-Geared-to-Income assistance where they currently live. This removes the need for moving related expenses and broadens the network of landlords in business with NRH.

In Q1, NRH initiated new agreements with **nine new landlords**.

4. Affordable Housing Program

NIAGARA RENOVATES PROGRAM:

The Niagara Renovates program provides assistance to low-to-moderate income homeowners for home repairs, accessibility modifications and the creation of secondary suites in single family homes.

Niagara Renovates inspections for new applicants for the 2020-2021 funding cycle have been placed on hold due to COVID-19. Inspections of completed work are being verified by homeowner photographs and formal inspections will take place as soon as possible and will include all areas inside and outside of the home to ensure compliance with program guidelines. Issues will be identified and a detailed Inspection Report provided to the homeowner.

NRH received \$545,920 through the Ontario Priorities Housing Initiative (OPHI) for all three streams of the program (Homeowner, Secondary Suite and Multi-Unit).

Eight homeowners have been approved for funding at this time and NRH is working toward re-opening these programs as we become more proficient at working under the COVID-19 rules.

HOMEOWNERSHIP PROGRAM – “WELCOME HOME NIAGARA”:

The Homeownership program assists low-to-moderate income rental households to purchase their first home by providing a down payment loan.

NRH received \$200,000 through the Ontario Priorities Housing Initiative (OPHI) program in September 2019 to be committed by March 2020.

In Q1, **four homeowners** received assistance through Welcome Home Niagara. **One of these was an NRH tenant.**

	2019-Q1	2019-Q2	2019-Q3	2019-Q4	2020-Q1
# of homeowners assisted	0	4	6	7	4

HOUSING FIRST PROGRAM:

The Housing First program helps people move quickly from homelessness to their own home by providing supports to help difficult to house individuals find and keep housing.

In Q1, **13 individuals/families** were housed through the Housing First program. Since 2012, Housing First has helped 451 individuals/families.

	2019-Q1	2019-Q2	2019-Q3	2019-Q4	2020-Q1
# of individuals/families housed	10	23	15	16	13
# of Housing First units (at quarter end)	189	198	197	202	199

17 of these Housing First units were created with NRH's new development at 527 Carlton Street in St. Catharines.

RENTAL HOUSING (NEW DEVELOPMENT):

NRH New Development

Hawkins Street/Dell Avenue, Niagara Falls		
Ontario Priorities Housing Initiative (OPHI)	\$3,000,000	20
Regional Development Charges / NRH Reserves	\$17,090,000	53
TOTAL	\$20,090,000	73

Hawkins Street/Dell Avenue

- Demolition of 12 houses complete
- Updated Topographical Survey complete
- Pre-qualification Tender of General Contractors closed on February 20 – 16 submitted proposals, seven were pre-qualified, six are predicted to tender
- Class B Cost Report was completed and issued on March 2
- Development Committee Meeting held on March 12
- Drawings and specifications completed on March 16
- Permit Application submitted on March 24
- Site Plan Agreement approved then registered by the City of Niagara Falls on March 30
- Investigating receipt of building permit prior to April 4
- Construction Tender Package issued on March 16 and will close on April 21
- Nine addendums issued thus far
- Tender Committee Meeting to be determined and pending review, construction contract recommendation to the NRH board
- Construction scheduled to start in late May or early June but may be delayed due to COVID-19 and provincial restrictions

AFFORDABLE HOUSING UNIT #'S BY MUNICIPALITY:

Fort Erie		Grimsby		Lincoln (Beamsville)		Niagara Falls	
NRH Owned	116	NRH Owned	55	NRH Owned	61	NRH Owned	884
Housing Providers	389	Housing Providers	0	Housing Providers	41	Housing Providers	828
Rent Supplement	31	Rent Supplement	22	Rent Supplement	12	Rent Supplement	239
New Development	0	New Development	0	New Development	0	New Development	140
NOTL		Pelham		Port Colborne		St. Catharines	
NRH Owned	40	NRH Owned	0	NRH Owned	88	NRH Owned	1,017
Housing Providers	0	Housing Providers	0	Housing Providers	139	Housing Providers	1,666
Rent Supplement	5	Rent Supplement	19	Rent Supplement	64	Rent Supplement	775
New Development	0	New Development	0	New Development	35	New Development	346
Thorold		Welland		West Lincoln (Smithville)		Region-wide	
NRH Owned	29	NRH Owned	394	NRH Owned	0	NRH Owned	2,684
Housing Providers	85	Housing Providers	425	Housing Providers	86	Housing Providers	3,659
Rent Supplement	57	Rent Supplement	194	Rent Supplement	15	Rent Supplement	1,433
New Development	46	New Development	167	New Development	0	New Development	734

* There are no affordable housing units in Wainfleet

December 31, 2019

5. Service Manager Responsibilities

APPEALS:

In Q1, **11 appeals** were heard (one more than in 2019-Q1). Three appeals had to be postponed in March due to COVID-19 restrictions.

- Four related to ongoing RGI eligibility for failure to provide information (one with illegal occupants) – one UPHELD, three OVERTURNED (two with conditions)
- Two related to review of rent charge – both UPHELD
- Five for Urgent Status decisions made by Housing Access – four UPHELD, one OVERTURNED

	2019-Q1	2019-Q2	2019-Q3	2019-Q4	2020-Q1
# of appeals	10	12	10	11	11

INVESTMENTS:

See Appendix A – Investment Report

6. Housing Access Centre & Centralized Waiting List

APPLICATION ACTIVITY:

# of Applications Received & Processed	678	# of Eligible Applications	656
# of Special Provincial Priority Status Applications	85	# of Ineligible Applications	22
# of Urgent Status Applications	103	# of Cancelled Applications	216
# of Homeless Status Applications	150	# of Applicants Housed	119

In Q1, **216 households were removed** from the Centralized Waiting List because they were no longer eligible, they found alternate housing or we were unable to make contact.

CENTRALIZED WAITING LIST:

		2019- Q1	2019- Q2	2019- Q3	2019- Q4	2020- Q1
		# of households				
A	Rent-Geared-to-Income (RGI) waiting list:					
	Niagara resident RGI waiting list	4,715	4,926	5,012	5,154	5,322
	Applicants from outside of Niagara	793	849	897	977	1,045
TOTAL RGI waiting list:		5,508	5,775	5,909	6,131	6,367
	Housing Allowance: a set allowance to help applicants on the waiting list with affordability in the private market until housed in an RGI unit	704	742	747	742	739
A1	RGI waiting list demographics:					
	Seniors	2,257	2,344	2,362	2,455	2,514
	Adults no dependents	1,805	1,881	1,922	1,979	2,041
	Adults with dependents	1,446	1,550	1,625	1,697	1,812
A2	RGI list further segmented (#'s included in A & A1):					
	SPP – Special Provincial Priority (Ministry Priority): helps victims of violence separate permanently from their abuser	128	148	165	148	146
	URG – Urgent (Local Priority): for applicants with mobility barriers and/or extreme hardship where their current accommodation puts them at extreme risk and/or causes hardship	117	109	130	142	152
	HML – Homeless (Local Priority): provides increased opportunity for placement to homeless households	971	1,012	1,007	1,075	1145
	SUP – Supportive/Transitional: provides targeted, provisional services to assist individuals to transition beyond basic needs to more permanent housing	15	11	12	16	23
B	In addition, NRH manages:					
	Overhoused: households who are living in subsidized accommodation with more bedrooms than they are eligible for	180	176	181	174	176
	Transfer: households who are currently living in subsidized accommodation and have requested a transfer to another provider	564	573	603	613	635
TOTAL RGI households on waiting list managed by NRH:		6,252	6,524	6,693	6,918	7,178
C	NRH maintains a waiting list for market rent units (62 Non-Profit Housing Programs):					
	Market: applicants who have applied for a market rent unit in the Non-Profit Housing Programs portfolio	667	723	752	784	810
TOTAL households on waiting list managed by NRH:		6,919	7,274	7,445	7,702	7,988
TOTAL individuals on waiting list managed by NRH:		11,884	12,577	13,059	13,587	14,197

Note: the above chart includes only those who apply to the Centralized Waiting List and does not capture the full number of those in need of affordable housing in Niagara.

ESTIMATED WAIT TIMES:

CITY	SENIORS Age 55 and older		SINGLES Age 16-54		HOUSEHOLDS WITH DEPENDENTS			
	Bachelor	1 Bed	Bachelor	1 Bed	2 Bed	3 Bed	4 Bed	5 Bed
	Y E A R S							
Fort Erie	-	10	3	10	2	2	5	-
Grimsby	-	5	-	-	-	-	-	-
Lincoln	-	4	-	9	10	9	-	-
Niagara Falls	5	6	-	17	8	3	11	15
Niagara-on-the-Lake	-	5.5	-	-	-	-	-	-
Pelham	-	10	-	-	-	-	-	-
Port Colborne	-	5	-	11	4	4	3	-
St. Catharines	-	6.5	9	13	3.5	4	10	11
Thorold	-	9	-	11	6	10	-	-
Welland	-	5.5	6	15	7	2.5	7	6
West Lincoln	-	4.5	-	-	7	5	-	-

- no units of this size available in this community

January 2019

Please note:

- wait time information can fluctuate and is an approximation only
- wait times may not reflect the actual time one may wait for affordable housing

MEMORANDUM

COM-C 17-2020

Subject: Long-Term Care Home Redevelopment Status Updates
Date: June 16, 2020
To: Public Health and Social Services Committee
From: Adrienne Jugley, Commissioner, Community Services

Further to a request from Corporate Services Committee, the following provides an update on the Long Term Care (LTC) redevelopment project. Work on the redevelopment project has been proceeding throughout the pandemic with no delays to the design schedule. The Ministry of Long-Term Care has however extended the completion deadline for Linhaven, due to the pandemic, and the project schedule has been updated accordingly. The information below provides an update on the project status as well as an overview of how design planning for the new buildings has incorporated a focus on optimizing infection prevention and control in support of resident and staff safety.

Project Status Update

- Design meetings with the architects have been taking place on a regular bi-weekly basis, remotely, through GoToMeeting.
- Long-term care staff continue to be involved in design meetings and provide input to ensure the design supports operational needs and the project schedule is maintained.
- The Schematic Design for Linhaven has been completed.
- The Development Agreement and the Preliminary Plan Submission for Linhaven were submitted to the Ministry of Long-Term Care on May 8, 2020. Comments from the Ministry in response to the submission are expected within four to six weeks.
- The Gilmore Lodge Schematic Design is underway and is anticipated be completed more quickly than the Linhaven design as both projects share many common programmatic and design elements (based on best practice design considerations and to optimize project efficiencies).

Project Schedule

- Further to the challenges associated with the pandemic, the Ministry of Long-Term Care has extended the deadline for the Linhaven project to December 31, 2023.
- The schedule has been updated with a 30-month construction timeline for Linhaven and a 26-month construction timeline for Gilmore Lodge.
- The Gilmore Lodge project schedule is staggered approximately two months behind the Linhaven project, but due to a shorter construction schedule, will be completed essentially in parallel.

Milestone	Linhaven	Gilmore Lodge
Detailed Design Phase	July, 2020	September, 2020
Contract Document Phase	December, 2020	February, 2021
Tender Issue	December 2020	February, 2021
MLTC Approval of Tender Award	February 2021	April 2021
Construction Start Date	March 2021	June 2021
Resident Move In	August 2023	October, 2023

Upcoming Project Objectives

- Issue 'Commissioning Consultant' Request for Proposals (RFP) for both sites
- Issue Request for Prequalification of 'General Contractors' for both sites in July 2020
- Advance Design Development drawings for Linhaven
- Finalize Schematic Design drawings for Gilmore Lodge
- Submit Development Agreement and Preliminary Plan Submission for Gilmore Lodge to the Ministry of Long-Term Care

Infection Prevention and Control Related Design Considerations Incorporated Into the Two Projects

From the early stages of design, and prior to the emergence of the global pandemic, the design team and staff have proactively been working on developing a design with

overarching goals of safety, efficiency, resident comfort and optimal infection prevention and control practices in mind.

Design features developed support optimal infection prevention and control approaches, and exceed current Ministry of Long-Term Care requirements. Some examples include:

- Restorative spaces on each floor can be repurposed as staff rooms during an outbreak, thereby reducing staff movement (and potential transmission) through the home.
- Resident Home Areas are made up of 32-bed units that can be subdivided into two independently functioning 16-bed units in the event of an outbreak, minimizing the number of residents impacted by an outbreak. Each 16-bed unit has the necessary features to fully isolate the sub-unit if required, including a tub and shower room, 'clean utility room' and 'dirty utility room', and 'disinfectant'.
- All residents will have single bedrooms to mitigate risks related to infection transmission, as well as risks related to responsive behaviours.
- Rooms with a shared ensuite have two sinks – thereby providing enhanced infection prevention capacity.
- All resident rooms will be equipped with an overhead track lift system, eliminating the need to move portable lifts from room to room and mitigating infection transmission.
- Built-in Personal Protective Equipment (PPE) storage space outside each resident's room, allows for ease of PPE access.
- Dining rooms are built such that tables can be moved farther apart as needed, to support physical distancing capacity in a dining room.
- Storage capacity for pandemic supplies ensures ready access to supplies when homes are in need of surge capacity.
- A decentralized HVAC strategy is being implemented in the homes such that each resident room will have a dedicated HVAC unit with direct fresh air intake and exhaust, eliminating the requirement for common supply and return ductwork to resident rooms.
- Dedicated service elevators will reduce contact between staff, residents, and service equipment.
- Laundry and waste chutes have been incorporated into the design, eliminating the transport of waste and soiled linens through the building. Building layout has been optimized to minimize or eliminate clean supplies entering the building crossing paths with waste exiting the building.

- There is an ability to completely separate LTC from the Wellness Centre in the event of an outbreak, to support business continuity in the event of an outbreak.

Respectfully submitted and signed by

Adrienne Jugley, MSW, RSW, CHE
Commissioner

This memo was prepared by, Mislav Koren, Senior Project Manager, Facilities, Corporate Services, Henri Koning, Director, Seniors Services.

MEMORANDUM

COM-C 18-2020

Subject: Activities related to Niagara's 10-Year Housing and Homelessness Action Plan for March, April and May 2020

Date: June 16, 2020

To: Public Health and Social Services Committee

From: Jeffrey Sinclair, Homelessness Action Plan Advisor and Adrienne Jugley, Commissioner, Community Services

Further to council direction in October (COM 40-2019), staff will provide regular updates about activities, local targets, outcomes and challenges related to Niagara's 10-Year Housing and Homelessness Action Plan (HHAP), as new information is available.

The following, highlights activities related to the HHAP in March, April and May 2020:

- In March 2020, the Ministry of Municipal Affairs and Housing confirmed that they had reviewed Niagara's updated housing and homelessness action plan. The five-year review and updated plan was approved by Regional Council in October 2019 and submitted to the Ministry prior to the end of 2019.
- Niagara Region was preparing to conduct a point-in-time count of homelessness at the end of March 2020 to measure the extent of homelessness and enhance data and demographics on this population to support service planning. This is also a requirement of the Region's Reaching Home federal funding. Recognizing risks and resource challenges related to COVID-19, the federal government gave communities the flexibility to postpone their counts. Niagara's count has been postponed and is set to take place in March 2021. This will allow a full year to monitor the local implications of the pandemic and maintain the comparability with previous counts that have all taken place late March/early April.
- In April, Homelessness Services executed its new contracts for the homelessness system with 18 local providers, as a result of a formal procurement process.

- Under the new contracts, the Assertive Street Outreach Team was expanded in size with enhanced coverage for Niagara's 12 local area municipalities, and improved coordination through the introduction of a lead agency model.
- Transitions of Housing First and Home for Good caseloads, to the newly contracted provider, are on track for successful completion by end of June 2020. These programs have moved from 8 providers to a lead agency model (created to support fidelity to best practice and seamless client transitions between programs). Clients are being transferred to caseloads at the newly assigned agency.
- Homelessness Services launched a 6-week Housing-Focused Shelter pilot in May. The pilot supports up to 20 individuals and families facing chronic homelessness, to access a low-barrier emergency shelter and referral to permanent housing and case management supports. The pilot continues Niagara's efforts related to Built for Zero Canada by introducing the use of a By-Name Priority list to coordinate access to Niagara's Housing First program.
- In April, Niagara Regional Housing (NRH) began offering the Canada-Ontario Housing Benefit (COHB) pilot program, which increases the affordability of rental housing by providing an income-tested, portable housing benefit, directly to households that are on or are eligible to be on, the centralized waiting list. A portion of COHB funds has been allocated to the Housing First program to support clients with affordability issues and who are ready to graduate to independent living.
- The development of the new Niagara Official Plan is well underway. As of Q2 2020, the majority of the priority background studies are substantially complete and the development of options and draft policies has commenced. Further public consultations are anticipated in summer and fall 2020, with a greater emphasis on virtual engagement methods due to COVID-19.
- The affordable housing component of the new Niagara Official Plan will be informed by the Housing and Homelessness Action Plan and will include affordable housing targets and strategies to achieve those targets. The cross-departmental background

work relating to affordable housing has advanced substantially to enable policy drafting to begin for the new Official Plan.

- NRH is developing a Request for Proposals (RFP) for development of an Affordable Housing Master Plan.
- NRH's project planning for new development and infill on owned land continues, and will be reflected in the anticipated Affordable Housing Master Plan.
- NRH continues to assist housing providers across the Region, by providing formal project management services in a consulting capacity during all phases of new development. NRH is currently working with organizations in Fort Erie, Smithville and Port Colborne to complete front-end planning activities, while also performing on-site inspection / construction review for an ongoing 24-unit build in St. Catharines.
- Working in collaboration with various Regional departments, including Community Services, NRH has also become a primary contact and resource for private developers interested in creating affordable housing across Niagara. From March to May NRH has been in consultation with developers regarding multi-unit projects proposed for St. Catharines, Welland, Niagara Falls, Smithville and Fort Erie representing a potential 600+ new affordable and market units for the Region.

Respectfully submitted and signed by

Jeffrey Sinclair, BBA
Homelessness Action Plan Advisor

Adrienne Jugley, MSW, RSW, CHE
Commissioner

Minute Item No. 5.1

CLK 6-2020

Flag Raising and "Niagara" Sign Lighting Policy

That Report CLK 6-2020, dated June 17, 2020, respecting Flag Raising and "Niagara" Sign Lighting Policy, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Policy C-A-010 Flags – Lowering of at Niagara Region Headquarters (Appendix 1 of Report of CLK 6-2020) **BE REPEALED**; and
2. That the Flag Raising and Niagara Sign Lighting Policy (Appendix 2 of Report of CLK 6-2020) **BE APPROVED**.

Minute Item 5.2

CSD 38-2020

Report of Employee Enhanced Benefits Audit

That Report CSD 38-2020, dated June 17, 2020, respecting Report of Employee Enhanced 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 38-2020, respecting Report of Employee Enhanced Benefits Audit.

Minute Item No. 5.3

CSC-C 8-2020

Referral of Motion – Direct Election of the Regional Chair

That Correspondence Item CSC-C 8-2020, being a memorandum from A.-M. Norio, Regional Clerk, dated June 17, 2020, respecting Referral of Motion - Direct Election of the Regional Chair, **BE RECEIVED** for information.

Minute Item No. 5.4

CLK 7-2020

Rescheduling of November 11 Standing Committee Meetings

That Report CLK 7-2020, dated June 17, 2020, respecting Rescheduling of November 11 Standing Committee Meetings, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Corporate Services Committee and Planning and Economic Development Committee meetings scheduled for Wednesday, November 11, 2020, **BE RESCHEDULED** to Monday, November 9, 2020, in recognition of Remembrance Day.

Minute Item No. 5.5

CLK 8-2020

Sub-Committee and Advisory Committee Meetings

That Report CLK 8-2020, dated June 17, 2020, respecting Sub-Committee and Advisory Committee Meetings, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Niagara Region advisory and sub-committees **BE PERMITTED** to hold meetings via electronic participation during the period of the emergency declared by the Province of Ontario effective no later than September 2020, as may be required;
2. That the Joint Board of Management - Niagara Courts **BE PERMITTED** to resume their approved meeting schedule effective August 2020; and
3. That the Procedural By-law **BE AMENDED** to permit advisory and sub-committees meetings to be held by electronic participation only during the period of the emergency declared by the Province of Ontario.

Minute Item No. 6

Consent Items for Information

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

CSC-C 9-2020

COVID-19 Response and Business Continuity in Corporate Services

CSD 37-2020

Debt Information Report - 2020 Debenture Issuance

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

**CSC 5-2020
Wednesday, June 17, 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 Teleconference: Bradley (Regional Chair), Butters, Campion, Easton, Edgar, Fertich, Gale, Heit, Ip, Redekop, Rigby

Other Councillors Present via Teleconference: Huson, Zalepa

Absent/Regrets: Diodati

Staff Present in the Council Chamber: L. Glynn, Technology Support Analyst, T. Harrison, Commissioner/Treasurer, Corporate Services, A.-M. Norio, Regional Clerk, R. Tripp, Acting Chief Administrative Officer

Staff Present via Teleconference: K. Angrilli, Manager, Total Rewards, H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, D. Gibbs, Director, Legal & Court Services, L. Gigliotti, Associate Director, Employee Services, K. Lotimer, Legislative Coordinator, F. Marcella, Manager, Internal Audit, F. Meffe, Director, Human Resources, B. Zvaniga, Interim Commissioner, Public Works

1. CALL TO ORDER

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

2. DISCLOSURES OF PECUNIARY INTEREST

Councillor Huson declared an indirect pecuniary interest with respect to CSC-C 9-2020 (Agenda Item 6.1), respecting COVID-19 Response and Business Continuity in Corporate Services, as she has an employment relationship with Brock University.

3. **PRESENTATIONS**

There were no presentations.

4. **DELEGATIONS**

There were no delegations.

5. **ITEMS FOR CONSIDERATION**

5.1 **CLK 6-2020**

Flag Raising and "Niagara" Sign Lighting Policy

Moved by Councillor Rigby

Seconded by Councillor Fertich

That Report CLK 6-2020, dated June 17, 2020, respecting Flag Raising and "Niagara" Sign Lighting Policy, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Policy C-A-010 Flags – Lowering of at Niagara Region Headquarters (Appendix 1 of Report of CLK 6-2020) **BE REPEALED**; and
2. That the Flag Raising and Niagara Sign Lighting Policy (Appendix 2 of Report of CLK 6-2020) **BE APPROVED**.

Carried

5.2 **CSD 38-2020**

Report of Employee Enhanced Benefits Audit

Moved by Councillor Heit

Seconded by Councillor Easton

That Report CSD 38-2020, dated June 17, 2020, respecting Report of Employee Enhanced 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 38-2020, respecting Report of Employee Enhanced Benefits Audit.

Carried

5.3 CSC-C 8-2020

Referral of Motion – Direct Election of the Regional Chair

Moved by Councillor Ip

Seconded by Councillor Butters

That Correspondence Item CSC-C 8-2020, being a memorandum from A.-M. Norio, Regional Clerk, dated June 17, 2020, respecting Referral of Motion - Direct Election of the Regional Chair, **BE RECEIVED** for information.

Carried

Moved by Councillor Ip

Seconded by Councillor Butters

1. That the Office of the Regional Clerk **BE DIRECTED** to form a citizen committee of 15 people, as representative as possible of the local area municipalities, and engage in a public consultation process;
2. That the citizen committee and public consultation process **ADDRESS** the following questions:
 - Should the Regional Chair be directly elected by the citizens of Niagara or appointed by Regional Council?
 - How many Regional Councillors should represent each municipality?
 - If the number of Regional Councillors that represent each municipality is suggested to be different than it is currently, should the votes of Regional Councillors be weighted? If so, how should they be weighted?
 - By which method should Regional Councillors be elected?
 - What strategies are recommended to increase citizen engagement for and following elections?
 - What strategies are recommended to get more people to consider running for elected office?
 - What can be done to have Council be more reflective of the demographic make up of the Niagara region, e.g., gender, age, race/ethnicity, income status, etc.?; and
3. That the citizen committee, with the results from the public consultation process, **REPORT** back to Corporate Services Committee by April 2021.

Moved by Councillor Campion
Seconded by Councillor Gale

That the motion respecting the formation of a citizen committee, **BE REFERRED** to staff to provide a report to the Corporate Services Committee meeting being held on July 15, 2020.

Carried

5.4 CLK 7-2020

Rescheduling of November 11 Standing Committee Meetings

Moved by Councillor Redekop
Seconded by Councillor Heit

That Report CLK 7-2020, dated June 17, 2020, respecting Rescheduling of November 11 Standing Committee Meetings, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Corporate Services Committee and Planning and Economic Development Committee meetings scheduled for Wednesday, November 11, 2020, **BE RESCHEDULED** to Monday, November 9, 2020, in recognition of Remembrance Day.

Carried

5.5 CLK 8-2020

Sub-Committee and Advisory Committee Meetings

Moved by Councillor Butters
Seconded by Councillor Campion

That Report CLK 8-2020, dated June 17, 2020, respecting Sub-Committee and Advisory Committee Meetings, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Niagara Region advisory and sub-committees **BE PERMITTED** to hold meetings via electronic participation during the period of the emergency declared by the Province of Ontario effective September 2020, as may be required;
2. That the Joint Board of Management - Niagara Courts **BE PERMITTED** to resume their approved meeting schedule effective August 2020; and
3. That the Procedural By-law **BE AMENDED** to permit advisory and sub-committees meetings to be held by electronic participation only during the period of the emergency declared by the Province of Ontario.

The following friendly **amendment** was accepted by the Committee Chair, and the mover and seconder of the motion, so that clause 1 reads as follows:

1. That Niagara Region advisory and sub-committees **BE PERMITTED** to hold meetings via electronic participation during the period of the emergency declared by the Province of Ontario effective ~~September~~ **August** 2020, as may be required.

Moved by Councillor Redekop
Seconded by Councillor Easton

That clause 1 **BE AMENDED** as follows:

1. That Niagara Region advisory and sub-committees **BE PERMITTED** to hold meetings via electronic participation during the period of the emergency declared by the Province of Ontario effective August ~~no~~ **later than September** 2020, as may be required.

Carried

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

That Report CLK 8-2020, dated June 17, 2020, respecting Sub-Committee and Advisory Committee Meetings, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Niagara Region advisory and sub-committees **BE PERMITTED** to hold meetings via electronic participation during the period of the emergency declared by the Province of Ontario effective no later than September 2020, as may be required;
2. That the Joint Board of Management - Niagara Courts **BE PERMITTED** to resume their approved meeting schedule effective August 2020; and
3. That the Procedural By-law **BE AMENDED** to permit advisory and sub-committees meetings to be held by electronic participation only during the period of the emergency declared by the Province of Ontario.

Carried

6. CONSENT ITEMS FOR INFORMATION

Moved by Councillor Rigby
Seconded by Councillor Campion

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

CSC-C 9-2020
COVID-19 Response and Business Continuity in Corporate Services
CSD 37-2020
Debt Information Report - 2020 Debenture Issuance

Carried

7. OTHER BUSINESS

7.1 Filling of Vacant Senior Positions

Councillor Huson requested information respecting the status of hiring for permanent senior positions at the Region. Ron Tripp, Acting Chief Administrative Officer, advised that it would be included on the agenda for the Corporate Service Committee meeting being held on July 15, 2020.

8. NEXT MEETING

The next meeting will be held on Wednesday, July 15, 2020, at 9:30 a.m. in the Council Chamber, Regional Headquarters.

9. ADJOURNMENT

There being no further business, the meeting adjourned at 11:12 a.m.

Councillor Foster
Committee Chair

Kelly Lotimer
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

Subject: Flag Raising and Niagara Sign Lighting Policy

Report to: Corporate Services Committee

Report date: Wednesday, June 17, 2020

Recommendations

1. That Policy C-A-010 Flags – Lowering of at Niagara Region Headquarters (Appendix 1 of Report of CLK 6-2020) **BE REPEALED**; and
2. That the Flag Raising and Niagara Sign Lighting Policy (Appendix 2 of Report of CLK 6-2020) **BE APPROVED**.

Key Facts

- The purpose of this report is to seek Council's approval of a new Flag Raising and 'NIAGARA' Sign Lighting Policy.
- The Flag Raising and Niagara Sign Lighting Policy was developed in response to the inclusion of the 17 flag poles and Niagara sign as part of the International Plaza design.
- Some of the International Plaza flagpoles have been designated to accommodate community flags, which is not contemplated in the current flag policy (C-A-010).
- The Flag Raising and Niagara Sign Lighting Policy provides consistent protocols for the displaying and half-masting of flags, as well as the framework to govern requests for community flag raisings and the lighting of the Niagara sign.
- Some of the provisions in the existing policy C-A-010 Flags – Lowering of at Niagara Region Headquarters have been incorporated into the Flag Raising and Niagara Sign Lighting Policy.

Financial Considerations

There are no direct financial implications associated with the Flag Raising and Niagara Sign Lighting Policy.

Analysis

The Region requires a policy to ensure that flags are displayed in a consistent and appropriate manner across all Regional facilities and properties. With the International Plaza set to accommodate community requests for both flag raisings and lighting of the Niagara sign, the Region also requires a policy that will ensure these requests are appropriately approved and administered. The current C-A-010 Flags – Lowering of at Niagara Region Headquarters policy has not been revised since May 2011 and does not provide provisions for the display and maintenance of flags, or include information on community flag and lighting requests.

To create the policy, a scan of comparable policies from various municipalities and universities across Ontario was completed. The scan provided an overview of best practices to include in the policy. In developing this policy, feedback from multiple internal stakeholders was also taken into consideration. The final draft has been reviewed by Legal, Facilities Management, Planning and Development Services, Clerks, Corporate Services, Regional Chair's Office, as well as the Corporate Leadership Team (CLT).

This comprehensive review resulted in a policy that includes high-level details on how flags are to be displayed across Regional facilities and properties and establishes a guideline to recognize occasions and events where a flag should be half-mast. The policy also includes criteria for community flag and lighting requests to ensure that requests are processed fairly and in a timely manner.

Alternatives Reviewed

Council could choose to continue with the use of C-A-010 Flags – Lowering of at Niagara Region Headquarters. This is not recommended given that this policy does not provide comprehensive direction on the displaying and half-masting of flags and does not address community flag and lighting requests.

Relationship to Council Strategic Priorities

This report ties to the Council Strategic Priority of Healthy and Vibrant Communities. The policy aims to highlight inclusivity and diversity within the Region by providing community organizations with an opportunity to request flag raisings and lighting of the Niagara sign that enhance awareness of special occasions and activities.

Other Pertinent Reports

Prepared and recommended by:

Ann-Marie Norio
Regional Clerk
Administration

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Pam Abeysekara, Corporate Policy Advisor, and reviewed by Matthew Trennum, Deputy Regional Clerk.

Appendices

Appendix 1 C-A-010 Flags – Lowering of at Niagara Region Headquarters

Appendix 2 Draft Flag Raising and Niagara Sign Lighting Policy

SECTION	NAME OF POLICY
ADMINISTRATIVE	FLAGS – LOWERING OF AT NIAGARA REGION HEADQUARTERS

Page 1 of 1

DEVELOPED BY: Integrated Community Planning – Clerk's Department

APPROVED BY: CMT

APPROVAL DATE: April 1, 1986

EFFECTIVE DATE: December 18, 2008; Revised May 2011

POLICY STATEMENT

Flags at Niagara Region Headquarters shall be lowered to half mast at the time of a death which should be accorded notice by the Niagara Region.

POLICY PURPOSE

This policy was created to accord appropriate respect upon notification of death of individuals cited below by the lowering of the flags at Niagara Region Headquarters.

PROCEDURE

It shall be the responsibility of the appropriate department to notify the Office of the Clerk of any death which should be accorded notice by the lowering of the flags. The Office of the Clerk shall be responsible for notifying Building Maintenance to lower the flags.

Flags shall be flown at half-mast from receipt of the notification of death until sunset on the day of the funeral of:

- the reigning monarch
- a member of the reigning monarch's family
- the Governor General or Lieutenant Governor
- the Prime Minister of Canada
- the Premier of Ontario
- a member of Federal Parliament in the Niagara region
- a member of Provincial Parliament in the Niagara region
- a serving member of Regional Council
- an employee of the Niagara Region

Flags shall be flown at half mast on the day of the funeral of:

- a former Regional Councillor
- a former employee of the Niagara Region

At the discretion of the Regional Chair, the above practice may be extended to include others whose death should be accorded notice.

<i>Policy Category</i>	<i>Name of Policy</i>
Administrative	Flag Raising and Niagara Sign Lighting Policy

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Policy Owner	Office of the Regional Clerk
Approval Body	Council
Approval Date	
Effective Date	July 1, 2020
Review by Date	

1. Policy

Niagara Region recognizes that flags are important symbols of honour and pride and must be treated in a respectful and consistent manner.

The Region supports lowering flags to half-mast as a symbol of mourning or commemoration.

To celebrate together the strength of Niagara Region's diversity and inclusivity, the Region offers the opportunity for the raising of Nation Flags and Community Flags on the Region's designated Community Flag poles, and lighting of the Niagara sign, to enhance awareness of special occasions and activities.

This policy establishes a consistent protocol for the flying of flags and half-masting at Regional properties and facilities, as well as the framework to govern requests for community flag raisings and the lighting of the Niagara sign.

1.1 Displaying Flags

- The Region will follow the Order of Precedence and National Flag of Canada etiquette established by Canadian Heritage when flying flags
- Flags must be in good condition
- The Regional flag takes precedence over all charitable and non-profit organization and community flags unless otherwise established by the Canadian Heritage.
- The following flags will be permanently flown:
 - The National Flag of Canada, Province of Ontario flag, the Niagara Region flag, and the 12 flags of Niagara's local area municipalities.

<i>Policy Category</i>	<i>Name of Policy</i>
Administrative	Flag Raising and Niagara Sign Lighting Policy

1.2 Half-Masting

- Flags at Niagara Region Headquarters shall be lowered to half-mast as a symbolic expression of collective mourning
- Half-masting will occur from time of notification of death until the end of the day of the funeral, or as determined by the Clerk, for:
 - The Sovereign or their spouse or the Heir to the Throne or the Heir of the Heir to the Throne
 - The Governor General of Canada or a former Governor General
 - The Prime Minister of Canada or a former Prime Minister
 - The Lieutenant Governor of Ontario
 - The Premier of Ontario
 - A local Member of Parliament or local Member of Provincial Parliament
 - A member of Niagara Regional Council or a former member of Niagara Regional Council
 - A current Niagara Region employee
- Half-masting will occur on the following special days:
 - April 28, Day of Mourning for Persons Killed or Injured in the Workplace
 - June 23, National Day of Remembrance for Victims of Terrorism
 - Second Sunday in September, Firefighters' National Memorial Day
 - Last Sunday in September, Police and Peace Officers' National Memorial Day
 - November 11, Remembrance Day
 - December 6, National Day of Remembrance and Action on Violence Against Women
- If flags are already lowered to half-mast for one reason, like a special day, then flags may be lowered on the next business day
- Half-masting for special circumstances not specifically identified in this section may occur at the discretion of the Office of the Regional Clerk in consultation with the CAO and the Office of the Regional Chair

1.3 Nation and Community Flag Raising

- There will be two designated flag poles to accommodate community flag requests
- Requests for displaying flags and flag raisings may be approved for:
 - Non-profit or charitable organizations
 - Recognition of dignitary visits and delegation visits
 - Recognition of a Nation
- The Region will not approve flag raising requests for:
 - Nations that are not recognized by the Government of Canada for flag raisings

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- Organizations or groups that are political or partisan in nature, including political parties or political organizations
- Organizations or groups that promote hatred, violence, racism, or discrimination of any kind
- Religious organizations or religious events
- Nations and organizations or groups that have already flown a flag on the designated Community Flag Poles within the same calendar year
- Commercial entities
- Corporate events
- Organizations or groups whose mandates, programs or activities are contrary to Regional policies or by-laws
- It is the responsibility of the requesting organization or group to submit an application for a community flag raising
- Requests and approvals for the use of the community flag poles will be granted on a first come, first served basis
- Requester must provide a flag in good condition if their flag raising request is approved, along with any other information pertaining to their flag raising program, in advance of the flag raising
- The Office of the Regional Clerk, in consultation with the Office of the Regional Chair, may apply discretion to approve or deny a request for a flag raising and reserves the right to cancel a flag raising as necessary

1.4 Maintenance and Disposal of Flags

- When a flag becomes worn, noticeably faded or otherwise unfit for display, it must be disposed of in a dignified manner
- Maintenance and disposal of flags at the Region will be done in accordance with the National Flag of Canada etiquette

1.5 Lighting Requests for the Niagara Sign

- Requests for the lighting of the Niagara sign may be approved for:
 - Non-profit or charitable organizations or groups
- The Region will not approve lighting requests for:
 - Organizations or groups that are political or partisan in nature, including political parties
 - Organizations or groups that promote hatred, violence, racism, or discrimination of any kind
 - Religious organizations or religious events
 - Commercial entities
 - Corporate events

<i>Policy Category</i>	<i>Name of Policy</i>
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- Organizations or groups whose mandates, programs or activities are contrary to Regional policies or by-laws
- Other than where specifically outlined in this criteria, lighting for any specific organization, group, cause, event or commemoration will only take place once per calendar year
- It is the responsibility of the requesting organization to submit an application for the lighting of the Niagara sign
- Requests and approvals for the lighting of the sign will be granted on a first come, first served basis
- Requester must provide information pertaining to their request in advance of the lighting
- The Office of the Regional Clerk, in consultation with the Office of the Regional Chair, may apply discretion to approve or deny a lighting request and reserves the right to cancel a lighting request as necessary

2. Purpose

The purpose of this policy is to ensure the following:

- All flags at Regional properties are displayed in a consistent and appropriate manner
- Nation and community flag and lighting requests are properly administered

3. Scope

This policy applies to the following:

- The display, maintenance, and disposal of flags flown at Regional properties
- Nation and community flag and lighting requests

3.1. Roles and Responsibilities

3.1.1. Office of the Regional Clerk

Interprets and administers this Policy.

Processes and approves flag and lighting requests in consultation with the Office of the Regional Chair.

<i>Policy Category</i>	<i>Name of Policy</i>
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Provides advice to the Office of the Regional Chair on flag raising protocols, half-masting protocols, nation and community flag raising and lighting protocols, or other flag and lighting requests not identified in this Policy.

Notifies Facilities Management to administer approved flag and lighting requests, as well as the half-masting of flags upon the notification of a death.

Notifies Strategic Communications and Public Affairs when a flag is half-mast, when a nation or community flag is raised, or when a lighting request is administered for internal communication purposes.

3.1.2. Facilities Management

Facilities Management is responsible for half-masting flags, administering nation or community flag requests, and lighting requests that have been approved.

Responsible for the maintenance, replacement and disposal of flags.

Consult with the Office of the Regional Clerk when planning to add or remove flags or flagpoles at Regional facilities.

3.1.3. Strategic Communications and Public Affairs

Provide internal and external (as required) communication when a flag is half-masted, when a nation or community flag is raised, and when a lighting request is administered.

3.1.4. Departments

It is the responsibility of the appropriate department to notify the Office of the Regional Clerk of any death, which should be accorded notice by half-masting flags.

4. References and Related Documents.

4.1. Legislation, By-Laws and/or Directives

<i>Policy Category</i>	<i>Name of Policy</i>
Administrative	Flag Raising and Niagara Sign Lighting Policy

National Flag of Canada etiquette: <https://www.canada.ca/en/canadian-heritage/services/flag-canada-etiquette.html>

4.2. Procedures

5. Related Policies

<i>Policy Category</i>	<i>Name of Policy</i>
Administrative	Flag Raising and Niagara Sign Lighting Policy

6. Document Control

The electronic version of this document is recognized as the only valid version.

Approval History

Approver(s)	Approved Date	Effective Date

Revision History

Revision No.	Date	Summary of Change(s)	Changed by

Subject: Report of Employee Enhanced Benefits Audit

Report to: Corporate Services Committee

Report date: Wednesday, June 17, 2020

Recommendations

1. That staff **BE DIRECTED** to implement the recommendations in Appendix 1 of Report CSD 38-2020, respecting Employee Enhanced Benefits Audit.

Key Facts

- The purpose of this report is to provide the Corporate Services Committee with a summary of findings noted during the Employee Enhanced Benefits Audit, which focused on the management control framework and contract oversight practices in place to manage the overall benefit program and benefit claims.
- 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.
- The report contains three observations, focusing on Contract Management and Oversight, Claims Administration and Adjudication and Benefit Plan Design, with eight total recommendations that 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 and contract oversight to support employee benefit claims and ensure effectiveness in the adjudication process. The audit tested whether benefit claims are administered and adjudicated to eliminate fraud and ensure compliance with benefit

plans. Finally, the audit attempted to determine the effectiveness of current benefit plans to ensure they support 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 38-2020 – Employee Extended Health Benefit Claims Audit



Internal Audit

Employee Extended Health Benefit Claims Audit

Operating Unit: Niagara Region

Date of Audit: September 2017 to August 2019

Auditors: Frank Marcella, Manager, Internal Audit
Henrik Gao, Internal Audit Analyst

Distributed to: Niagara Region Audit Committee
Ron Tripp, Acting CAO
Franco Meffe, Director, Human Resources
Linda Gigliotti, Associate Director, Employee Services
Kristen Angrilli, Manager, Total Rewards

Date Issued: March 7, 2020

EXECUTIVE SUMMARY

BACKGROUND

In accordance with the 2019 Audit Plan, Internal Audit (IA) performed a comprehensive review of the Employee Extended Health Benefits Plan (benefits). The audit was conducted within professional standards published by the Institute of Internal Auditors.

The purpose of the audit was to provide assurance to Senior Management and the Niagara Region Audit Committee that benefits plans being delivered through a contractual relationship with a third party provider has effective oversight and design to ensure cost efficiency and a sound control framework. This included a review of appropriate contract terminology, various design plans and usage rates which included testing of claims to ensure appropriate approval procedures are followed.

To complete this audit IA engaged the consulting services of MNP Consulting to analyze two years of claims data to identify potential issues and recommend a potential sample to be used by IA staff for in-depth fieldwork testing.

The methodology used by IA included a review of relevant documentation, analysis of financial data, interviews with key individuals, internally and externally, involved in the benefits program and re-performance of certain procedures.

SCOPE

A risk based auditing approach was used to determine the scope of the audit. The following processes, procedures and items were considered in scope:

- Risk identification and assessment of the various benefit plans available and delivered through third party providers;
- Review of extended health benefits contracts, policies, operating procedures, benefit plans including training and communication materials;
- Interviews and process walkthrough with key staff involved in extended health benefits to determine their roles, responsibilities, and oversight methodology;
- Consultative meeting and interviews with third party health claims administrators and Co-Source partner;
- Evaluation of internal processes and procedures related to contract oversight and enforcement;
- Analytical review of metrics used to monitor extended health benefits and report on operational performance and;
- Detailed testing of a sample of benefit claims to assess whether claims are being adjudicated in accordance with the provisions laid out in the benefit plan.

INTERNAL AUDIT FINDINGS

The audit of the Employee Extended Health Benefits Plan was driven by several high profile audits completed in other jurisdictions, most notably within the Greater Toronto Area (GTA). In general, the findings in those audits revealed a poorly designed benefit plan and an ineffective control framework administered by third party providers that did not prevent excessive claims fraud. Internal Audit engaged the external consulting services of MNP Canada to conduct data analytics, review the plan design controls and provide an overall report on the control framework managing extended health benefits.

This audit tested the benefits control framework at three different levels:

- Contract administration and oversight specifically focussing upon the working relationship between Total Rewards office staff and Green Shield Canada (GSC). The audit briefly touched on the analytical work completed by AON Canada.
- Administration and claim adjudication procedures in place at Green Shield Canada which included in depth testing of a sample of claims as identified by MNP Canada.
- Plan design as part of an overall wellness strategy endorsed by Senior Management and approved by Council

Overall, very few of the issues and claims manipulation schemes found in other jurisdictions were evident in Niagara. Limit controls placed on many services and annual service limits effectively reduces the financial benefits staff would gain from abusing the benefit plan or colluding with providers to contravene the intent of the plan design. In addition, the administration and adjudication process managed by Green Shield Canada is elaborate and effective in limiting staff's ability to commit fraud.

Plan design is effective from a control perspective, but as noted by the MNP report, Niagara should conduct a strategic review of the benefits plan to ensure it is meeting the changing needs of staff in a cost effective manner. In addition, Niagara currently manages 27 different benefit classes with several differences and commonalities between each class. The reason for the different benefit classes are explained in Observation 1 of the audit. While Green Shield Canada is able to build sufficient automated controls to manage the unique nature of each plan, reducing the number of classes would support improved administration and reduce complexity in maintaining the classes.

Contract administration and oversight is effective at managing overall costs and ensuring Green Shield Canada is meeting its contractual obligations. However, as noted by MNP, Total Rewards staff within Human Resources Division can provide greater value by conducting ongoing analytical review of employee and vendor trends. These trends can identify potential areas of claims pressures by either staff or providers or it could identify usage rates that needs to be addressed in future plan design changes. Continuous and ongoing internal reviews may be still be beneficial to support a regular cycle of monitoring and inform bargaining/plan design efforts.

Niagara has engaged the services of AON Canada to conduct analytical reviews on the service usage. AON provides professional services related to both insured and Health and Dental benefit annual renewals, including reviewing claim trends by benefit type and employee class. Risk analysis of pooled insurance for large medical claims is also completed, recommending different strategies to manage risks and costs. In addition, AON completes a review of each insured benefit (i.e. Life Insurance and LTD) by class, analyzes proposed rate changes and negotiates with the insurer on the Region's behalf. AON directly assists with ad-hoc insurance reviews and projects such as supporting collective bargaining strategies and plan design reviews.

During the conduct of the fieldwork for this audit, Niagara Region was required to sign a non-disclosure agreement (NDA) with GSC ensuring the privacy and confidentiality of employee information and GSC proprietary business systems. This NDA applied to all staff and consultants. Internal Audit staff did not have access to employee names or numbers. To protect staff identity, GSC created proxy employee numbers to facilitate data analytics.

BACKGROUND

Niagara Region's Employee Extended Health benefits plan is managed through the Total Rewards staff. The benefit plan has been administered through an Administrative Services Only (ASO) contract with Green Shield Canada since April 2008. In 2016, through Request for Proposal (RFP), the contract was again successfully awarded to Green Shield Canada and is subsequently renewed annually. Administration charges were secured at a locked in rate until 2022. Green Shield Canada manages, on behalf of the Region the following categories of services:

- Prescription Drugs,
- Dental, and
- Extended Health Services, which includes,
 - Hospital Accommodation,
 - Hearing Care,
 - Medical Items and Services,
 - Emergency Transportation
 - Private Duty Nursing in the Home,
 - Professional Services and,
 - Vision

Employees or their service providers submit all claims directly to GreenShield who are required to adjudicate each claim for legitimacy, approve the claim and disburse funds back to the employee or directly to the professional service provider. For the most part, the benefit fund is entirely employer funded, except for one employee group which has members contribute a small percentage. The Region submits a pre-determined premium amount per enrolled employee every month which is held by Green Shield Canada. Claims

reimbursements are then deducted from this amount as the year progresses with an annual reconciliation.

Green Shield Canada successfully took over Niagara's Extended Benefit plan in 2008. Through a successful second Request for Proposal (RFP) in 2016, GSC continued as the Niagara Region's benefit provider. As part of the contract for services GSC charges a set administrative percentage rate on paid claims. Internal Audit reviewed the financial terms of the contract with GSC and tested several payments, including annual reconciliations and found no issues with the disbursements.

In addition, the Region purchases pooled insurance protection from GSC, entitled Stop Loss, to manage the risk surrounding large medical claims. This insurance policy covers an employee's benefit claim costs over and above a set limit for drugs, dental and some health related products and services. In other words, if one employee (or collectively, with their dependents) incurs benefit claim costs above the established amount, the Stop Loss insurance policy would pay these additional costs, not the Region. The Stop Loss Rate fluctuates annually and is set in December for the following year. Again, Internal Audit reviewed the financial statements and payouts and determined no issues

The time period for this audit looked at claims and administration costs from the time period September 2017 to August 2018 indicated as 2018 in all the Tables and September 2018 to August 2019, indicated as 2019 in all the Tables.

Internal Audit appreciates the assistance and co-operation from the Total Rewards staff in supporting and actively participating in this audit.

OBSERVATIONS AND RECOMMENDATIONS

The following are all the observations from the audit along with recommendations and Management's Action Plans to address these issues. See Appendix I for the risk ranking justification.

Observation #1 – Niagara Region provides sound oversight of the benefits contract but can benefit through enhanced reporting and review of performance metrics.

Risk Ranking	LOW
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The administration and management of the employee extended health benefits plan at Niagara Region falls under the responsibility of Total Rewards staff within Human Resources. Total Rewards works with its outsourced partner Green Shield Canada (GSC) to administer all facets of the employee extended health benefits plan. Niagara has negotiated unique benefit plans for its six bargaining groups as well as non-union staff. In addition, the corporation offers different benefit packages within the employee groups to full time, part time or contract employees. Total Rewards also manages benefit plans for retired employees. In total, there are 27 different benefit classes that the Region, along with GSC, manage.

Green Shield Canada uses the Advantage[®] system to adjudicate and process all claims. Advantage is a proprietary computer system that incorporates all the unique 'rules' related to the 27 different benefit classes to expedite and automate the adjudication process. As part of fieldwork for this audit, MNP Canada and the Internal Audit team visited GSC offices to meet with staff and observe the programming and operational components of the Advantage system. MNP concluded the following, "it is our view that the Advantage[®] system, if working in accordance with what we were advised, adequately processes claims submitted to ensure they are in accordance with the group benefit plan."

The myHR Employee Services Representatives at Niagara Region are responsible for the inputting and updating of eligible staff within the Green Shield Online Administration system. Changes to the rules and plan design features can only be done by GSC staff upon written request from Total Rewards staff, with several layers of approvals and quality control measures. The Advantage[®] system has robust controls embedded to proactively identify abnormal trends as well as various thresholds that would trigger an audit on a particular claim or provider. Internal Audit staff and MNP directly observed the system controls as described above.

In addition to the Advantage[®] system, GSC uses an investigative business model called Claim Watch to support its investigations and ongoing monitoring of employee and provider trends. This proactive system, utilizing enhanced artificial intelligence, identifies anomalies in claims through dozens of algorithm formulae. In addition, GSC receives updates from various

professional associations and regulatory bodies, such as the Ontario College of Pharmacy, to ensure that providers are actively registered and in good standing within their professions. Niagara has an audit rate of approximately 17 percent of claims, which is somewhat low based on industry standards. The reason for this is due to the tight plan design and Niagara being considered a low risk client by GSC.

Receiving and Monitoring Reports

According to GSC's bid, they included the following clause, "Niagara Region has been a key GSC client for many years, and we are committed to ensuring your needs are always met. We're taking this opportunity to reconfirm that commitment, and we would be happy to establish a Service Level Agreement (SLA) that includes customized metrics according to your needs." Internal Audit, along with MNP reviewed several of the reports that GSC has available to for their clients via their administration portal.

The administration portal provides direct access to dozens of reports generated by GSC within a secure web interface. Examples of reports include claim volumes and high level details, health provider summaries and employee enrollment details. Financial reconciliations are provided annually directly by GSC. Within the RFP and contract with GSC, Niagara has always retained a right to audit clause which was never utilized until this audit engagement.

Internal Audit, along with MNP, reviewed some of the existing reports and identified potential areas that should be considered:

- Delisted provider reports – a report that details claim activities prior to the delisting that would allow Niagara to proactively identify and plan for similar trends. This report will allow Total Rewards, along with GSC, to establish identifiers that can be monitored and to proactively minimize various fraudulent activities and maintain cost effectiveness.
- Multi-family member claims – while many, possibly all of the claims, are legitimate and adjudicated appropriately, audits from other jurisdictions have shown that multi-family claims is a 'red-flag' that should be monitored. Specifically, in other jurisdictions, claims for multi-family members around similar dates has shown a direct correlation to improper claim issues. The annual and per visit limits within the Niagara plan reduces the risk of fraud, but when combining totals from multiple family members, the materiality increases and the potential for abuse increases as well.
- Reports for employee groups – a report that monitors claim volumes by employee groups already exists at a high level. This report could be improved to detail employee group activities down to the product/service and provider level. In audits from other organizations, and trends viewed in Niagara, employees are quickly attracted to fraudulent providers. By monitoring short term spikes in volumes based on employee group or provider, Total Rewards, along with GSC, can proactively identify activities that require an intervention.

- Customized performance metrics – some of the metrics that should be requested and monitored regularly include financial and non-financial statistics. Much of the analytics is currently performed by AON Canada and that relationship should not be terminated. GSC should also be reporting on the success of their own internal operational customer service metrics as they impact Niagara, such as, timeliness of adjudication process, payment processing duration and time period for appeals. Finally, Total Rewards should be reviewing usage statistics to determine demand levels for all services. Specifically, the focus should be on service levels with an aim to ensure that staff are able to access services that are in high demand that supports a healthy lifestyle and continuous and uninterrupted work due to illness.

Implication

Without sound data analytics and reports Niagara may not be identifying potential issues proactively to maintain costs at an effective level.

Without a robust set of performance metrics, developed through input and consensus of the various employee groups, Niagara cannot be assured that it is effectively meeting the needs of employees with regard to its enhanced benefits plan.

Recommendation

1. Human Resources should review and prioritize its current population of reports from GSC to identify more data-driven reports to proactively identify employee claim activity such as multi-family transactions, employee group trends and delisted provider activity trends.
2. Human Resources should coordinate with GSC to develop, monitor and report on customer service performance metrics to ensure GSC is meeting expected performance and operational targets.

Management Action Plan

Person(s) Responsible Linda Gigliotti/Kristen Angrilli

Completion Date Ongoing

1. Management supports the importance of monitoring data-driven reports to appropriately manage employee claim activity, and also stresses the importance of balancing this activity to monitor potential misuse or fraudulent activity with the necessity to respect employee privacy. Currently, management is satisfied that GSC is monitoring and reporting delisted providers quarterly and provides to Niagara Region to determine if any local providers are delisted, and further provides Audit Advisories if any claim activity is occurring with a provider that is being delisted. Management have actively participated in program reviews offered by GSC for the purposes of cost containment, such as offering

biosimilar drugs. In consultation with Total Rewards staff, AON Canada also performs a deep dive of employee claims to assess overall cost containment related to plan design and activities which includes some detailed data not available to Niagara Region as the employer, loss ratios (revenue vs. expenses), rate setting guidelines and trends. Human Resources does not duplicate those same activities, but does review several additional audit reports and data points to routinely review billings and claims activities on a regular basis. Given the positive findings of this comprehensive review performed by the internal audit group, the strategy in place does appear to have effect. Having said that, Management requested and obtained a full listing of available reports from GSC to assess and determine if any additional available reporting would be of further assistance in more routinely reviewing employee group trends. Effective immediately, any findings related to employee group trends identified with new reports, will be leveraged in addition to existing reports being utilized, and any findings will be used to further assist with collective bargaining and annual/regular reviews.

2. Management does meet annually with GSC to review service levels, claims trends and other proactive trends relevant in the market (ex. biosimilar pharmaceuticals, infant chiropractic research, etc.) In addition, regular ongoing discussions occur with GSC on an ad-hoc basis to deal with all issues of claim and/or rare service level complaints that arise. While Management is satisfied with current customer service performance deliverables, following receipt of this audit Management worked with GSC to formalize a quarterly dashboard of performance standard measures, relevant stats and claim trends against agreed upon contractual service level deliverables (GreenShield Commitment).

Observation #2 – The adjudication and processing of claims by GreenShield is sound as per the design plan, and Total Rewards staff should continue to work with GSC to ensure that benefit coverages are understood by all staff and potential anomaly areas are satisfactorily examined.

Risk Ranking	MEDIUM
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Internal Audit engaged the services of MNP Consulting to perform the following activities:

- Review the oversight and administrative management of the Niagara Region benefit plan by focusing upon the functions performed internally by Total Rewards staff and the contracted activities of GSC staff;
- Conduct data analytics on aggregated source data to identify potential trends, utilization patterns, potential risk areas and support the determination of a sample of claims to be tested further at GSC headquarters; and,
- Develop recommendations for improving the overall internal control environment and the plan design framework.

Following the completion of MNP's data analysis, Internal Audit conducted further testing of a sample of claims at the GSC office in Windsor, Ontario to ensure compliance and to test for potential anomalies identified by MNP.

MNP conducted data analysis on a 24-month period of time based on contract periods, specifically from September 2017 to August 2019. Over that period eligible staff were approved for over \$18M in benefit claims as shown on Table 1 below.

TABLE 1 – Summary of Claims by Dollar Value

Service	2017-2018	2018-2019	Total*	Percent
Drug	\$3,960,493	\$4,053,516	\$8,014,009	42.64%
Dental	\$3,323,916	\$3,464,221	\$6,788,137	36.12%
Paramedical Services	\$690,181	\$776,937	\$1,467,118	7.81%
Medical Items	\$509,302	\$432,894	\$942,196	5.01%
Vision	\$677,235	\$687,149	\$1,364,385	7.26%
Accommodation	\$57,390	\$89,737	\$147,127	0.78%
Audio	\$29,265	\$28,243	\$57,507	0.31%
Out of Province	\$6,077	\$3,283	\$9,360	0.05%
Medical Transportation	\$2,498	\$1,800	\$4,298	0.02%
Total	\$9,256,356	\$9,537,780	\$18,794,136	100.00%

*Total includes claims that were auto-coordinated and paid through Health Care Spending Account.

For claims that starts and ends within Health Care Spending Account, additional \$54,708 and \$74,598 were paid in the two plan years respectively.

MNP then proceeded to conduct analytics on various trends, specifically, total claim patterns by employee, claims by various expense categories as listed above and high risk expenses within the categories as well (i.e. within drugs they looked at expenses related to opioids, stimulants and sedatives to determine unusual trends) and claims by vendors for several of the categories.

Claims by Employees – MNP identified the highest claimants by dollar value over the two-year study period. Further testing on these individuals allowed MNP to conclude that all claims were valid and related to specific illnesses. They then looked at employees with the highest volume of claims to determine the types of claims they are submitting for. All claims were adjudicated appropriately by GSC. The second highest claimant was part of Internal Audit's sample for additional detailed testing for drug claims.

Claims by Drug Categories – MNP analyzed the total claims by dollar amount for opioids, sedatives and stimulants. As controlled medications, these three categories are considered the highest risk for potential abuse as validated in audit reports from other jurisdictions. Several other drugs are available to staff through the benefit plan but these would be considered low risk and pose little threat of employee abuse. To conduct this testing MNP looked at eligible drugs under Niagara Region's plan by Drug Identification Number (DIN) for the three main categories listed above. All data analytics were for the two-year period of study as mentioned previously.

Table 2 – Drug Claims by Dollar Value and Claim Volumes

	Dollar Value			Claim Volumes		
	2018	2019	Total	2018	2019	Total
Opioids	\$73,984	\$69,092	\$143,076	5,261	5,529	10,790
Sedatives	\$17,283	\$16,724	\$34,007	2,338	2,215	4,553
Stimulants	\$19,684	\$31,173	\$50,857	785	880	1,665

For opioids, MNP identified three individuals that exceeded \$7,000 in approved claims and several more between \$4,000 and \$7,000. The total claim amounts for sedatives and stimulants is significantly lower with one claimant in each category exceeding \$3,500. For sedatives, only two people exceeded \$1,000. Examples of sedatives include Clonazepam and Lorezepam. For stimulants, all employees are under \$2,500 except for the one mentioned above. While stimulants such as Viagra and Cialis was an area of abuse found in other audits reviewed, Niagara did not find such issues due to the plan design which does not reimburse many of those same stimulants.

For the three drug categories, Internal Audit staff conducted in depth testing of approved claims and controls within the Advantage system to determine if any controls were circumvented to allow for higher than normal claim amounts. Based on audits from other jurisdictions, the following fraud schemes were identified and tested for:

- Double doctoring – claimants receiving prescriptions from more than one doctor within a very short period of time and having all prescriptions filled
- Double pharmacy – claimants taking the same prescription to multiple pharmacies within a very short period of time and have the prescription successfully dispensed
- By-passing the refill rate and frequency – claimants that have prescriptions with no prescribed refill rate or frequency. It should be noted that many physicians and pharmacies follow the Canadian Guidelines for Safe and Effective Use of Opioids which recommends safe opioid volumes and dispensing rates.

Internal Audit tested the three areas listed above, among other things, and conducted interviews with GSC staff, including its in-house pharmacist. The sample was based proportionately on the volume of claims and dollar value. Audit testing did not reveal any circumvention of system controls. Specifically, audit testing found no instances of double doctoring or double pharmacy with regard to the dispensing of controlled medications beyond the prescribed levels. As noted by MNP, the Advantage system has sound and effective controls that would proactively identify and prevent a claimant from being approved beyond the prescribed parameters. In addition, the system identifies similar prescriptions from multiple providers effectively reducing the possibility of the first two testing areas noted above. Finally, through analytical testing of all claims MNP and Internal Audit did not find any cases where claimants exceeded Health Canada standards for prescription drugs.

For high volume claimants, Internal Audit interviewed GSC pharmacists to determine if there were any unusual trends that may contravene Canadian Medical Association or the Ontario Pharmaceutical Association recommended practices. It was noted that the dispensing rates were compliant and considered best practices. It was also noted Niagara Region's current plan design is effective in supporting staff medical concerns.

Claims by Medical Items – MNP focused on equipment claims that would be considered highest risk, specifically orthopedic shoes, orthotics, compression socks, and braces. High risk is based on several factors including audit reports from other jurisdictions, the number of delisted providers across Ontario and even in Niagara and the overall high dollar amount provided under the plan design can be considered a material amount for fraud to occur.

Table 3 – Medical Items by Dollar Value and Claim Volumes

	Dollar Values			Claims		
	2018	2019	Total	2018	2019	Total
Custom-made Foot Orthotics	\$237,339	\$187,935	\$425,273	713	575	1,288
Medical Services Includes Eye Examination	\$77,679	\$83,019	\$160,697	1,277	1,360	2,637
Braces	\$43,516	\$51,413	\$94,929	195	193	388

	Dollar Values			Claims		
Compression Stockings	\$88,619	\$38,142	\$126,761	201	140	341
Respiratory / Cardiology	\$25,762	\$24,604	\$50,366	113	120	233
Others	\$36,388	\$47,781	\$84,169	228	264	492
Total	\$509,302	\$432,894	\$942,196	2,727	2,652	5,379

Testing occurred at a couple different levels. MNP and Internal Audit conducted extensive data analytics to determine employees, vendors and even employee group trends focusing on high dollar amounts and volume of claims. Secondly, Internal Audit tested a sample of claims in depth based on the highest users and providers.

From an analytics perspective Table 3 above shows a large decrease in orthotics and compression stockings from 2018 to 2019. While the 24-month trend shows a significant decrease in orthotic claim values, the previous two years (2016 and 2017) were closer to the 2019 levels. Many factors may contribute to the decrease for orthotics including three delisted providers in early 2019. Testing found that one of the delisted providers had paid claims for \$47,110 for a 12-month period in 2017-2018. For the next six months, from September 2018 to March 2019 when the same provider was delisted, they were responsible for \$46,645 in claims. It is not possible to determine the percent of claims that were incentivized against GSC policy, but the large spike in claims led to an investigation from GSC and eventual delisting.

This also demonstrates, as was shown in other jurisdictions, how fraudulent providers become an attractor for staff in a very short period of time. Among the fraud schemes that occur are 'bonusing' or gifting to clients from providers. In other words, employees receive products that are not eligible under Niagara Region's benefit plan as an incentive to purchase an allowable product. Providers may escalate the price of the eligible product to compensate for the non-eligible product.

For compression stockings, in 2018 GSC altered its reasonable and customary reimbursement levels depending on the length of the stocking and began requiring more information to adjudicate such claims. These changes significantly impacted reimbursement dollar amounts due to altered levels and the number of submitted and approved claims.

For the two-year period under study, the top two claimants under medical equipment was for items not on the list detailed in the table above. All other claimants over a threshold established at \$5,000 for employee, spouse and dependent were for one or a combination of items listed. Detailed testing revealed the following:

- The audit found no indication that required rules and documentation were circumvented reinforcing the effectiveness of the Advantage system and GSC adjudicators;
- For one of the delisted providers seven claims for orthotics were tested from different individuals, each having the exact same diagnosis;
- The majority of staff tested all received multiple products from the same provider usually for more than one family member;
- For orthotics, GSC requires thorough documentation including a medical prescription and significant lab documentation from providers prior to approval, minimizing the opportunity for fraud;
- For braces, GSC requires a medical prescription and diagnosis demonstrating need;
- The clarity around the type and dollar amount provided for braces is confusing and has room for improvement given the amount that is available to staff; and,
- The audit found some minor instances of staff converging and favouring one provider, although there was no fraudulent activity necessarily detected. The audit also noted that several providers were delisted, based on regular audit and investigation protocols, possibly triggered by claim spikes which raised red flags at GSC.

Claims by Paramedical Services – Paramedical, or often referred to as Professional Services, includes, among other things, massage, chiropractor, physiotherapy, podiatrist, naturopath, speech therapist and psychological services.

Table 4 – Professional Services by Dollar Value

	2018	2019	Total
Massage Therapist	\$319,967	\$362,454	\$682,421
Chiropractor	\$197,733	\$223,871	\$421,604
Physiotherapist	\$112,640	\$121,686	\$234,326
Naturopath	\$23,800	\$23,868	\$47,668
Psychologist	\$16,857	\$33,509	\$50,365
Other*	\$19,184	\$11,550	\$30,734
Total	\$690,181	\$776,937	\$1,467,118

**Includes speech therapist, acupuncturist, osteopath, podiatrist and dental accident*

As Table 4 details, the amount allocated to paramedical services has increased over the study period by approximately \$87,000. For most of these services listed, a physician referral is not required (physician referral is required for speech language pathologist) and in most cases the providers are able to direct bill on behalf of Niagara Region staff. The Advantage® system does not require service providers to upload receipts or other documentation demonstrating work performed unless randomly audited by GSC. Alternatively, for providers that do not have direct billing privileges to GSC, staff can submit a claim online and are only required to submit documentation if GSC selects that claim for an audit.

Niagara Region benefit plans have several different limits, based on per visit and an annual basis. While the negotiated limits vary based on benefit class, they provide an effective control to prevent fraud and collusion among employees and service providers. In addition to the limits, GSC applies reasonable and customary charge limits based on the various types of services which ensures costs for services and products are monitored and controlled within industry standards.

In several audits reviewed from other jurisdictions, paramedical services were abused due to the lack of per visit limits and either no or very high annual limit. Given the plan design limits that Niagara Region has put in place the potential for abuse is greatly reduced. Internal Audit testing at GSC offices revealed no instance of claims being inappropriately adjudicated. In addition, MNP data analytics found, “that there were no claims that exceeded the per visit limit for massages, chiropractic, physiotherapy...” The Advantage® system has access to various professional organizations to ensure that provider’s registration is valid and current.

Claims by Vision – Vision benefits range from \$350-\$450 every two years based on employee group. This total does not include eye exams which was captured under medical items. Table 5 details benefit expenses directly attributable to vision care for the study period. As is shown the costs and number of claims has remained steady over the study period. MNP Consulting did not have any findings related to claims exceeding their limit values over the study period.

Table 5 – Vision Care by Dollar Value and Number of Claims

	2,018		2019	
Glasses	\$638,717	2,203	\$640,894	2,167
Contact Lenses	\$37,295	254	\$43,754	289
Other*	\$1,224	5	\$2,501	8
Total	\$677,235	2,462	\$687,149	2,464

**Including generally excluded vision services such as laser eye surgery*

Within the study period two optical retailers in Niagara have been delisted by GSC (one in February 2019 and the other in March 2019) convincing Internal Audit staff to continue testing vision benefits from a claims perspective. For 18 months (all within the study period) prior to delisting, both providers combined accounted for \$143,053 or 10% of all vision claim dollars within Niagara Region. One of the vendors was the top selling retailer to Niagara Region employees while the other was fourth highest. As noted earlier, it is very difficult to determine what percent of the total sales can be classified as fraudulent.

The sample of claims tested by Internal Audit while at GSC offices revealed that very little documentation is requested from GSC to verify the claims. In other words, providers and claimants are not mandatorily required to upload prescriptions, dispensing date or a detailed breakdown of charges. In addition, in 45 out of 47 claims tested the maximum amount was requested and approved by GSC. Without sufficient documentation it is difficult to determine

the accuracy of invoices or if opticians are 'gifting' clients with additional non-prescriptions products such as sunglasses.

Vision claims account for approximately 1.86% of the total amount of Niagara Region claims yet represent about 7% of dollar value. Although the dollar value claimed slightly decreased from 2018 to 2019, industry numbers indicate a slight increase for vision care. In speaking with staff within the GSC investigations team, vision is an area of focus for them as the number of claims and providers is increasing.

Claims by Health Care Spending Account (HCSA) – Non-union staff are provided with an additional \$600 HCSA that can be applied towards any eligible expense. Eligible expenses for employees or dependent(s) include those that qualify for medical expense tax credits under the Canada Revenue Agency (CRA) Income Tax guidelines. In most cases, the HCSA is used to either acquire certain products that are not part of the current Niagara Region offerings, i.e. osteopath services, or to allocate funds towards a Regionally-approved service after the limit has been exhausted.

Table 6 – HCSA Only and Auto-Coordinated Claims

	Dollar Values			Claims		
	HCSA Only	Auto-Coordinated	Total	HCSA Only	Auto-Coordinated	Total
2018	\$54,708	\$85,688	\$140,396	672	2,473	3,145
2019	\$74,598	\$129,425	\$204,024	794	3,543	4,337

In 2019, the HCSA amount per full time, non-union employee increased from \$300 to \$600. Due to that plan change the overall amount spent on HSCA claims increased from \$140,396 in 2018 to \$204,024 in 2019. For reimbursement under HCSA claims must be submitted by an employee, not a provider. HCSA claims can initiate from several streams:

- Financial top up to a traditional claim whereby the maximum allowance has been exhausted;
- Coordination and top up from a traditional claim from a secondary provider; and,
- A claim that starts and ends within HCSA. (Shown as HCSA Only Claims in Table 6).

For the first two streams listed above, either GSC or the secondary provider may have requested documentation to verify the claim and possibly even audited the claim. Audit testing has shown that the degree of due diligence to substantiate claims is significantly reduced for HCSA claims than regular claims. In other words, for many regular claims submitted by staff documentation must be uploaded while for HCSA submitted claims for similar services or products, there is no online prompt requesting documentation. GSC can audit a claim once it has been submitted but it does not request documentation upfront. The administrative rules and adjudication process is reduced for HCSA claims to align with the CRA guidelines. Finally, according to GSC, the audit rate for HCSA claims is approximately

5%. This may be due to the diligence provided in the first two claim initiating streams depicted above.

Implication

Total Rewards, has insufficient capacity to review ongoing claim data analytics to proactively identify potential areas of fraud.

Insufficient documentation requirements for vision claims, combined with limited data analytics, may contribute fraudulent claims and future cost escalations.

Reduced claims audit and claims documentation for HCSA related claims may result in employee abuse through fraudulent claims.

Recommendation

1. Total Rewards should review the number and quality of reports it receives to improve the ability to proactively identify potential fraudulent activity.
2. Total Rewards should consult with GSC at increasing documentation levels for vision related claims to minimize the potential for 'gifting' or false claims from providers and employees
3. Total Rewards should consult with GSC to improve the due diligence, documentation required and audit rate related to HCSA claims.

Management Action Plan

Person(s) Responsible Linda Gigliotti
Kristen Angrilli

Completion Date Ongoing

1. Management is pleased with the overall positive findings in this report, and the current strategies in place with the provider, benefits consulting agency, and internally in Human Resources. Having said that, and as stated in response to Observation #1, Management is fully supportive of further reviewing additional reporting available by GSC to identify any additional opportunities for employee group trends that do not duplicate efforts already in place and appropriately respect privacy requirements. Management has already begun this process and will immediately implement any reasonable findings.
2. Management understands the opportunity for potential misuse of vision related claims based on lump sum coverage as opposed to a requirement for prescription level

reporting on claim submission. It is important to note however that any change to plan design would need to be considered as a negotiated item and be addressed through collective bargaining. Management is reviewing with Labour Relations the potential to update plan design to require a change to lens prescription vs. a fixed two year lump sum for vision coverage, however it is understood that any change to plan design through collective bargaining would be addressed on a case by case basis for each of 6 union employee groups, and if proposed requires union agreement through the collective bargaining to achieve. Protocols are already firmly in place that any proposed changes to plan design balance cost containment, value, need, administration, overall wellness and affordability.

3. As noted in the audit, HCSA benefits are currently only available to non-union employees with a cap of \$600 per year for eligible expenses. This represents approximately 2% of overall health/dental claims, and given that approximately 82% of those claims are further auto coordinated as part of a top-up of another health/dental claim, these claims are subject to the same scrutiny as the related non HCSA claims (ex. using HCSA as a top-up of a dental claim to make up the difference between current ODA rate vs. plan prior year ODA rate, is still subject to the same scrutiny for claim coverage eligibility as part of the original dental claim). Furthermore, HCSA claims still experience an additional 5% audit rate. Finally, of the total dollars allocated towards HCSA in 2019, only 55% of the allocated funds were actually paid as eligible claims further indicating a low risk of misuse. Given the overall low risk and dollar value, and attempting to balance the needs for convenience and efficiency of the HCSA plan, Management views the level of existing audit and documentation in place for HCSA as reasonable and effective.

Observation #3 – The benefit plan design, along with the number of benefit classes has evolved over the years to the point where corporate and employee needs may need to be reconsidered and incorporated into an overall change initiative.

Risk Ranking	LOW
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MNP worked with Jackson and Associates (J&A), a benefits consultant, to recommend industry trends Niagara Region should potentially consider to reduce administration costs while satisfying employee needs. The scope of work for MNP Consulting, with J&A support included:

- Providing advice on administrative solutions and modern trends on benefit plan designs, and
- Make recommendations and highlight employee benefit oversight practices through benchmarking, researching industry and employment trends.

MNP provided a briefing and shared their final report with staff from Total Rewards and others within Human Resources. A summary of observations and recommendations is below.

- Niagara Region should receive and review regular reports from GSC based on high volume providers/suppliers to ensure processing accuracy and develop or update a preferred provider network for staff;
- Review the drug formulary as Niagara Region's drug claim rates are slightly higher than similar comparators. This observation can be considered in conjunction with later recommendations on transitioning to a wellness strategy and vision;
- Total Rewards should request and receive detailed reports for medical items broken down by individual items instead of summaries to allow for greater comparisons and trend analysis;
- Niagara Region should conduct analysis, annually or biennially, of outlier providers and employees to detect potential fraudulent activity;
- Streamline the number of benefit classes to reduce overall administration costs. A reduction in benefit classes can make Niagara more attractive to benefit carriers, potentially lowering ASO costs, reducing internal administrative costs and the re-allocation of resources towards optimizing benefits for employees;
- Employee groups are individually focused on employee health and mental wellbeing. Niagara Region should work with the various groups to develop an overall mission and vision that focuses on wellness and promotion of a healthy lifestyle;
- The Wellness approach must be collaborative in nature, ensuring that all groups are represented and consensus is achieved with a well defined conflict resolution process;
- Total Rewards will need to monitor closely program changes and report semi-annually or annually to the employee groups demonstrating the changes that occurred and potential benefits achieved to the corporation and for the employees.

Implication

By not consulting with the various employee groups and conducting a strategic planning review Total Rewards and Human Resources may not fully capitalize on potential operational and administrative opportunities:

- To improve its benefit plan for employees;
- Strengthen the overall plan design;
- Monitor employee and vendor trends; and,
- Streamline the number of benefit classes thus reducing the administration burden.

Recommendation

1. Total Rewards should review its current portfolio of reports received from GSC and identify, based on J&A observations, more detailed claim reporting that would support a proactive approach to monitoring employee and provider fraud. These reports will also lead to a Niagara-made preferred professional list.
2. Human Resources should review and work with various employee groups to reduce number of benefit classes.
3. Total Rewards, with the support of Human Resources and in consultation with the employee groups, should conduct a strategic review of the benefit plan to ensure it meets the changing needs of employees including a greater focus on wellness, mental health support and an overall healthy lifestyle.

Management Action Plan

Person Responsible Linda Gigliotti
Kristen Angrilli

Completion Date 1. Ongoing
2. End of Q2 2021
3. End of 2021

1. As stated in Observation #1 and #2, Management supports the need to review existing reports and in the spirit of effectiveness and efficiency, will not duplicate all of the reviews and audits already in place, but is reviewing the current availability of data to determine if any additional audits would garner an increase in the already high level of risk reduction in our plan designs and existing audits. Management does not however support leading to a preferred provider list, and instead wishes to promote choice in

our health care professionals and service providers, and contain cost and risk through prudent benefit plan design and cost containment measures.

2. Management acknowledges the current number of benefit classes that have been established over many years is the result of some past practices and not aligned with Niagara Region's current strategy due to potential impact to the overall plan marketability. Currently, the process of introducing new benefit classes has been contained for the past several years. The current strategy is also to look for opportunities to merge benefit classes, including the potential for Niagara Regional Housing benefits to merge with other similar/existing classes in future. Management also acknowledges however that the reduction of benefit classes is largely dependent on the collective bargaining process with its 6 union employee groups and would require a total compensation mandate that is properly funded to make any meaningful change in the total number of benefit classes. GSC has confirmed that in comparison to other municipal clients in their book of business, Niagara Region's number of classes are tightly managed and have no real bearing on overall pricing.
3. Management fully supports and endorses the importance of a Total Rewards Strategy as part of the broader People Strategy and overall health and wellness initiatives at Niagara Region. Management also understands this strategy needs to be revisited on a regular basis to ensure its ongoing value. To that end, a new Total Rewards Strategy is already part of the overall Human Resources 3-year plan and objective setting. The strategy will contemplate wellness, preventative health care, mental health, overall affordability and consumerism. A significant focus is placed on responding to changing trends with our providers, including our Employee and Family Assistance Plan providers, to provide education, awareness and communications for our employees that enhance physical, social and mental well-being. Niagara Region also introduced an Employee Engagement survey and program in 2019 to address and understand the needs of employees. Finally, in addition to capturing the needs of our non-union staff, as part of each round of collective bargaining, there is a proactive approach to understanding what priorities exist with each unique union employee group, and how those priorities can best be addressed through collective bargaining (for example, increased coverage for mental health benefits for paramedics to address evolving needs).

Appendix 1 - Rating Scale

Rating	Definition
CRITICAL	Requires immediate action by Senior Management to avert a severe/disastrous risk event in the near-term. Internal controls are deemed to be ineffective, absent or poorly designed. Management Actions Plans (MAP's) are to be implemented immediately to mitigate risk of substantial financial losses, business interruption, loss of reputation and/or environmental, public health & safety risk.
HIGH	Requires prompt action by Management to avert, reduce or transfer a major risk event. Internal controls are deemed to be ineffective, absent or poorly designed. MAP's should be implemented to mitigate the risk of financial losses, loss of reputation, address fraud issues or legal/regulatory non-compliance.
MEDIUM	Requires timely actions by Management to reduce risks to a low level. Internal controls are deemed to be ineffective or poorly designed. Management action is required, but is not immediate. Moderate financial losses, temporary/minor reputational impairment, lesser potential for fraud or regulatory non-compliance may occur without timely MAP's.
LOW	Management actions are recommended to address the weaknesses identified. Internal controls are operating effectively or partially address the control objective; however they may be poorly designed and/or operational inefficiencies exist which may result in an opportunity for improvement. Low risk events may cause operational inconvenience or minor financial losses.

MEMORANDUM

CSC-C 8-2020

Subject: Referral of Motion – Direct Election of the Regional Chair

Date: June 17, 2020

To: Corporate Services Committee

From: Ann-Marie Norio, Regional Clerk

At its meeting held on February 20, 2020, Regional Council passed the following motion:

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

The motion respecting Direct Election of the Regional Chair is noted below for Committee's consideration:

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

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

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

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

WHEREAS Niagara is a progressive municipality with diverse interests; and

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

NOW THEREFORE BE IT RESOLVED:

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

Respectfully submitted and signed by

Ann-Marie Norio
Regional Clerk

Subject: Rescheduling of November 11 Standing Committee Meetings

Report to: Corporate Services Committee

Report date: Wednesday, June 17, 2020

Recommendations

1. That the Corporate Services Committee and Planning and Economic Development Committee meetings scheduled for Wednesday, November 11, 2020 **BE RESCHEDULED** to Monday, November 9, 2020, in recognition of Remembrance Day.

Key Facts

- The purpose of this report is to seek approval to change the November 11 Standing Committee meetings.
- The 2020 Legislative Schedule of Regular Meetings was approved by Regional Council on September 17, 2019.
- Due to an oversight, Corporate Services Committee and Planning and Economic Development Committee meetings were scheduled on November 11 which is Remembrance Day.
- In honour of the significance of Remembrance Day and in order to allow Regional Councillors to attend Remembrance Day services in their local communities, it has been deemed appropriate to request Committee's consideration to reschedule the meetings that were to take place on November 11.

Financial Considerations

There are no financial considerations associated with this report as the meetings will continue to be held.

Analysis

At its meeting held on September 17, 2019, Regional Council approved the 2020 Legislative Schedule of Regular Meetings. Unfortunately, due to an oversight, meetings were scheduled on November 11, which is Remembrance Day. Some Councillors have expressed concern that they would not be able to attend these scheduled meetings due to their participation at Remembrance Day services in their local communities.

In order for the items from these Committees meetings to be included on the November 19 Council agenda to be approved and ratified, these meetings would need to be rescheduled sometime during the week of November 9.

Staff considered options to accommodate these meetings on another date. As November 12 has tentatively been identified for a Budget Review Committee of the Whole meeting, it was felt that rescheduling the meetings to November 12 would not be a viable option given that in addition to two meetings during the day there could also be an evening meeting.

Should Committee wish to consider holding the meetings on Friday, November 13, the minutes from these meetings would not be included in the initial issuance of the Council agenda which would take place on Friday, November 13. They would instead be included on the addendum agenda.

Alternatives Reviewed

Committee could decide to cancel the Standing Committee meetings scheduled on November 11; however, at this point in time there is no way of knowing if there will be any time sensitive agenda items that will need to be considered at those meetings. Should Committee wish to cancel the November 11 meetings, any time sensitive items could be placed directly on the agenda for the Regional Council meeting being held on November 19.

Committee could consider an alternate day on which to hold the Committee meetings.

Relationship to Council Strategic Priorities

As this is a matter of scheduling, it is not related to any of Council's Strategic Priorities.

Other Pertinent Reports

None.

Prepared and Recommended by:

Ann-Marie Norio
Regional Clerk

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

Appendices

None.

Subject: Sub-Committee and Advisory Committee Meetings

Report to: Corporate Services Committee

Report date: Wednesday, June 17, 2020

Recommendations

1. That Niagara Region advisory and sub-committees **BE PERMITTED** to hold meetings via electronic participation during the period of the emergency declared by the Province of Ontario effective September 2020, as may be required;
2. That the Joint Board of Management – Niagara Courts **BE PERMITTED** to resume their approved meeting schedule effective August 2020;
3. That the Procedural By-law **BE AMENDED** to permit advisory and sub-committees meetings to be held by electronic participation only during the period of the emergency declared by the Province of Ontario.

Key Facts

- The purpose of this report is to seek Council's approval to permit the advisory and sub-committee meetings to be held by electronic participation during the COVID-19 pandemic as required in consultation with staff.
- At its meeting held on March 26, 2020, Regional Council approved By-law 2020-16 to allow Standing Committees and Council meetings to be held by electronic participation only during the period of the emergency declared by the Province of Ontario.
- At that time, it was not contemplated to include provisions related to allowing the advisory and sub-committees to meet by electronic participation.
- In consideration of the ongoing COVID-19 pandemic and the possible length of time for COVID-19 preventative measures to remain in place, staff is proposing to allow the advisory and sub-committees to meet by electronic participation.

Financial Considerations

There are no financial considerations to be contemplated with the resumption of advisory and sub-committee meetings as they will be accommodated within existing budgets.

Analysis

Bill 187, Municipal Emergency Act, 2020, allows municipalities to conduct meetings electronically during the period of the emergency declared by the Province of Ontario and provides for members to have the same rights and responsibilities as if he or she were in physical attendance, including the right to vote. At its meeting held on March 26, 2020, Regional Council amended Niagara Region's Procedural By-law to allow for electronic participation for Council and Standing Committee meetings only during the declared emergency.

At that time, not knowing how long the declared emergency would last, the advisory and sub-committees were not included in those meetings permitted to be held by electronic participation.

Now that staff have successfully executed Standing Committee and Council meetings through electronic participation, the advisory and sub-committees may be considered to return to their previously approved meeting schedules starting in September.

Since mid-March the Region has been operating within its Business Continuity Plan. In accordance with these plans, Regional staff have been focussing on delivering essential and key services. As a result, the resumption of advisory and sub-committees will be considered in coordination with the business continuity plan with an understanding that those staff responsible for facilitating these advisory and sub-committees may have been assigned to different roles through redeployment or are currently working on projects that are part of our essential service delivery. Staff liaisons responsible for specific committees will review each committee's mandate and determine if there are sufficient grounds to hold a meeting while considering staff availability to facilitate and balancing community engagement.

The Joint Board of Management – Niagara Courts, is a Board comprised of staff members from the Region and the cities of Niagara Falls, St. Catharines and Welland as well as three appointed staff members from the other nine municipalities on a revolving basis. The Board provides a forum for the local area municipalities to provide

input on court administration in accordance with the inter-municipal agreement that is in place regarding court services.

The Joint Board of Management- Niagara Courts is requesting to hold its scheduled August 13th meeting in order to have the Board consider financial information related to court administration that is time sensitive. As such, staff are recommending that the Joint Board of Management be permitted to resume its meetings in August.

Staff will provide notice of the Procedural By-law amendments at the June 25, 2020 Regional Council and the amending by-law will be put forward for Council's consideration at the July 23, 2020 Council meeting. This will allow staff the month of August to determine which committees must meet and allow outreach to Committee members in preparation for September resumption of advisory and sub-committee meetings as required.

Alternatives Reviewed

Council could decide to continue to only allow Standing Committees and Council meetings to be permitted by electronic participation.

Relationship to Council Strategic Priorities

This report has been prepared as a response to the COVID-19 (Novel Coronavirus) pandemic; however, does align with Council's Strategic Priority of Sustainable and Engaging Government.

Other Pertinent Reports

CLK 5-2020 Procedural By-law Update for Electronic Meeting Participation

Prepared and Recommended by:

Ann-Marie Norio
Regional Clerk

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

Memorandum

CSC-C 9-2020

Subject: COVID-19 Response and Business Continuity in Corporate Services
Date: June 17, 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.

With the resumption of construction in Ontario, staff have been working with contractors to resume work at projects currently under construction. Most notably, construction for NRPS District 1 has re-started and staff is working with the GC to mitigate lost time. The following projects continued during the 1 month shut down as they were deemed essential services:

- 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.

For projects not in construction, staff have determined which projects are deemed critical to proceed and prioritized these with Procurement.

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:

- Reviewing options for ongoing enhanced COVID cleaning requirements for facilities managed by CE&FM and EMS stations including extending existing cleaning contracts, adding temporary cleaning staff, retendering Region wide cleaning contract. Staff is working with Legal and Finance to determine best option.
- Continue to source/procure and secure additional cleaning and janitorial supplies to meet divisional and client needs.
- Facilities front-line staff continue 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 deliver new enhanced screening signage from PH.
- 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

- Continue to manage unit allocations for temporary housing for essential service workers at Brock University - 27 rooms available with option of an additional 14 should they be needed.

Construction and non-essential maintenance and repair work

- With opening up of maintenance and repair work by the Province, have resumed critical maintenance repair work and services and any other work required for the efficient building operations.

REOC

- Continue to support the Region EOC with staff resources as required.
- 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 update financial implications of SNF water treatment plant for inclusion in the 2021 budget; and
- 2021 budget planning and preparations.

Additionally, 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;
- Coordination and collaboration with municipal treasurers of assumptions and information for consolidated financial impact information for advocacy to provincial and federal governments;
- 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;
- Support HR in establishing process to administer and report on the provinces pandemic pay initiative;
- Extensive cash flow and collections analysis and planning in conjunction with local municipalities;
- Analysis and reporting related to Council motion to consider deferral of 2020 water/wastewater budget increases; and
- Publication of the 2020 Budget Summary.

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 with updates for items impacting 2021 budget to be added.
- Provincially funded Program Financial Audits underway to comply with legislation.
- Second and third quarter financial reporting to Council in accordance with policies.
- Preparation of 2021 Capital and Operating Budgets timetables and planning report for Council and establishing strategies for budget preparation.
- Supporting the 2020 Capital and Operating Budgets timetables as established.
- Supporting GO implementation, Niagara Regional Transit Governance, Canada Summer Games, Airport Master Plan RFP, sponsorship revenue, sustainability review.
- Managing debenture issuance process with consideration to market factors and municipal needs and risk.
- Creation of Development Charge and Community Benefit Bylaws RFP.

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

- Continued support for COVID-19 initiatives while supporting and enabling staff to work from home. Prior to COVID-19 daily average for the number of remote connections was approximately 90 users, current daily average is 1270 users.

- Ongoing updates to the screening questions used by EMS in their tool 'EMS Tools'
- Ongoing COVID-19 data analytics including internal operations supports and external data visualizations - Launched enhanced stats on external website including municipal breakdown.
- Implemented technology and processes to accommodate electronic public participation in Council and Committee meetings.
- Went live with the "Homelessness Reporter" for Community Services that will allow staff to track and monitor homeless in Niagara.
- Automated Public Health EOC status report for daily briefing and Ministry submission.

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 continues to provide advice and deliver services to operational departments on core business activities. The team also continues to provide additional support for REOC and Covid-related matters as required. In addition, the legal team is preparing the issuance of the Insurance RFP this month (targeting June 11).

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:

No update for courts – business remains the same.

- Closed to the public.
- Providing service via telephone and email to individuals.
- Also providing onsite service for enforcement agencies related to filing charges.
- Awaiting for further information re: potential legislative amendments that would increase capacity to complete matters remotely, such as paperless/electronic documents, expanding the use of telephone and video for matters.
- Also awaiting information re: potential July start-date for hearing guilty pleas on the record for Early Resolution via telephone.
- Awaiting some guidelines and resources related to reopening best practices and electronic court processes which we were advised by MAG today are in the initial draft phase.

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 over the March, April and May period.
- Transition for business will need to be considered once the economy opens as these have been impacted. We have over 5,000 license holders that span businesses, vehicles and people.
- 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: Debt Information Report – 2020 Debenture Issuance

Report to: Corporate Services Committee

Report date: Wednesday, June 17, 2020

Recommendations

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

Key Facts

- This report has been prepared to advise Council of the Region's intentions to issue debentures in 2020 in accordance with debenture issuance procedures that have been established.
- Each year the Region and Local Area Municipalities (LAMs) require debenture financing for capital projects that have previously been approved in capital budgets with debt financing. During construction these projects were internally financed and are now either complete or are nearing completion and financing must be secured (see Appendix 1).
- Issuance of the proposed \$77.2 million in previously approved Regional debentures will increase the Region's 2020 issued/outstanding debt from \$379.5 million to \$423.8 million (net of 2020 principal repayments of \$32.9 million, see Appendix 2).
- Previously authorized but unissued debt for the Region will decrease from \$273.3 million to \$196.1 million.
- The 2020 debenture issues are projected to increase the Region's Annual Repayment Limit (ARL) to 8.66%, well below the 25% ARL set by the Province.
- Staff is monitoring the Infrastructure Ontario lending program and capital markets, and proposes to issue debentures taking into consideration interest rate levels and timing requirements.

Financial Considerations

The Region plans to issue debentures in 2020 for its financing requirements and that of certain LAMs identified in Appendix 1. The debenture issuance requirements for 2020 are as follows:

Debt Term	Region Amount	LAM Amount	Total
1-10 Year Debt	\$14.8M	\$24.1M	\$38.9M
20-30 Year Debt	\$62.4M	\$21.9M	\$84.3M
Total	\$77.2M	\$46.0M	\$123.2M

The total issued debt will be recorded as a long term liability on the Region's financial statements with a corresponding debt recoverable from the LAMs for the amount issued on behalf of the LAMs. All debt servicing costs associated with the Region's approved debt have been included within the Region's operating budget. The projected debt servicing costs associated with the Region's debt requirement of \$77.2 million is estimated at \$ 5.5 million per year. All debt servicing costs for the LAMs are budgeted by the LAMs and recovered by the Region from the LAMs. The ARL for each LAM has been provided based on the latest published Financial Information Return (FIR) and is included in Appendix 1.

Analysis

Each year, the Region raises funds through the sale of Niagara Region debentures in the capital markets or through the Infrastructure Ontario lending program to finance previously approved and completed capital projects. While the projects are under construction funding is provided internally by the Region or LAM for their respective projects, once complete financing must be secured. The authority to issue debentures is granted solely to Regional government in accordance with the Municipal Act.

A listing of the preliminary debenture requirements is shown in Appendix 1 (Debenture Request):

- **For the 1-10 year term** the Regional portion totals \$14.8 million. This requirement includes projects for the Niagara Regional Housing, Roads, General

Government, and Police. The proposed requirement for the municipalities of Niagara Falls, Welland, St. Catharines and Port Colborne totals approximately \$24.1 million.

- **For the 20-30 year term** the Regional portion totals \$62.4 million for Roads, Long Term Care Homes, Police, Water and Wastewater. The proposed requirement for the municipalities of Wainfleet, Welland, Pelham, Lincoln, Niagara on the Lake and Port Colborne is \$21.9 million.

The Region monitors the markets and in consultation with our fiscal agents determines the most appropriate time to enter the market. The market is currently active with municipal debenture issuances including those from Waterloo, London and Halton.

The Region engages its fiscal syndicate in the sale of Regional debentures, the syndicate is comprised of three fiscal agents: CIBC World Markets, RBC Capital Markets and National Bank Financial. RBC Capital Markets will be the lead for any 2020 capital market transaction as per the established annual rotation.

Staff are also proceeding with debenture issues via the Infrastructure Ontario lending program throughout the remainder of 2020 with consideration to the type and term of the projects. Infrastructure Ontario provides long-term financing for infrastructure projects, however, projects considered by the Region as major repair are considered as maintenance by Infrastructure Ontario and therefore not eligible for Infrastructure Ontario financing. Projects that do not meet the Infrastructure Ontario requirement are normally financed through capital markets. Longer term projects, such as 20 to 30 year projects, are generally financed through Infrastructure Ontario as term acceptance and rates for longer term bonds are better with Infrastructure Ontario than capital markets.

For comparison purposes, the 10 year rates are currently similar between Infrastructure Ontario and capital markets at approximately 1.7%. The 30 year Infrastructure Ontario rate is currently 2.5%. These rates are indicative of current conditions and it should be noted that rates may change according to subsequent market conditions and timing of the actual debenture issue. In 2019 the Region was able to obtain debt in both the capital markets at a rate of 2.4% for 10 years and with Infrastructure Ontario at a rate of 2.9% for 30 years.

Alternatives Reviewed

There would be no option for the Region to not proceed with issuance of debentures, given the debt has already been approved through prior capital budgets and capital projects are substantially complete. Staff recommends proceeding with the debenture issuance through capital markets and/or Infrastructure Ontario, with prudent consideration in respect to market conditions and risk factors.

Relationship to Council Strategic

The proposed debt will fund capital infrastructure projects that support the Region's community wellbeing and growth in alignment with the following strategic priorities:

Objective 3.1: Advancing Regional Transit and GO Rail Services - The 2020 debenture will fund GO Rail Services projects.

Objective 3.3: Maintain Existing Infrastructure - The 2020 debenture issuance will fund water and wastewater projects to sustain the infrastructure needed to support existing residents and businesses, as well as future growth in Niagara.

Objective 3.4: Facilitating the Movement of People and Goods - The 2020 debenture issuance will fund projects that create an integrated network of roads and highways for the movement of people and goods.

Other Pertinent Reports

2020 and prior approved Capital Budgets

Prepared by:

Debora Wybenga
Senior Treasury 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 by Debora Wybenga, Senior Treasury Analyst, Margaret Murphy, Associate Director, Budget Planning & Strategy and Helen Chamberlain, Director, Financial Management & Planning.

Appendices

Appendix 1	Debenture Request
Appendix 2	Proposed 2020 Debenture Amount

PROPOSED 2020 DEBENTURE AMOUNT

The Regional Municipality of Niagara

CSD 37-2020
Appendix 1
June 17, 2020

1-10 Year Term	Proposed Amount
<u>Region</u>	
Niagara Regional Housing	\$ 3,300,199
Roads	\$ 7,303,334
General Government	\$ 3,000,000
Police	\$ 1,213,776
Total for Region	\$ 14,817,309
<u>Area Municipalities</u>	
Niagara Falls	\$ 5,000,000
Welland	\$ 5,217,000
St. Catharines	\$ 13,443,600
Port Colborne	\$ 482,754
Total for Area Municipalities	\$ 24,143,354
TOTAL 1-10 YEAR TERM	\$ 38,960,663
<u>20-30 Year Term</u>	<u>Proposed Amount</u>
<u>Region</u>	
Roads	\$ 24,732,500
Seniors Homes	\$ 15,335,000
Police	\$ 1,000,000
Waste Water	\$ 5,956,000
Water	\$ 15,417,500
Total for Region	\$ 62,441,000
<u>Area Municipalities</u>	
Wainfleet	\$ 4,500,000
Welland	\$ 5,500,000
Pelham	\$ 4,000,000
Lincoln	\$ 1,462,000
NOTL	\$ 1,400,000
Port Colborne	\$ 5,000,000
Total for Area Municipalities	\$ 21,862,000
TOTAL 20-30 YEAR TERM	\$ 84,303,000
TOTAL PROPOSED DEBENTURE AMOUNT - 2020	\$ 123,263,663

ANNUAL REPAYMENT LIMIT

(in \$000s)

	Debt Outstanding As at Dec. 31, 2019	Sinking Fund Asset Adjustment	Total Adjusted Debt as at Dec 31, 2019	Principal Payments in 2020	Adjusted Debt Outstanding As at Dec. 31, 2020	Forecasted Debt Issuance for 2020	Total Debt Outstanding, including Unissued and forecasted As at Dec. 31, 2020	Annual Repayment Limit % including projected 2020 issuance
Niagara Region:								
IT Solutions	2,014	-	2,014	(557)	1,456	-	1,456	
Court Services	8,858	-	8,858	(293)	8,565	-	8,565	
Properties Management	10,686	(435)	10,250	(1,179)	9,072	-	9,072	
General Government	-	-	-	-	-	3,000	3,000	
General Government	21,557	(435)	21,122	(2,029)	19,093	3,000	22,093	
Police	89,114	(1,625)	87,489	(4,264)	83,225	2,214	85,438	
Roads	121,625	(1,876)	119,749	(12,134)	107,615	32,036	139,651	
NRT	11,835	-	11,835	(1,082)	10,753	-	10,753	
Transportation	133,461	(1,876)	131,585	(13,217)	118,368	32,036	150,404	
Public Health	9,046	-	9,046	(1,254)	7,791	-	7,791	
Emergency Medical Services	5,611	-	5,611	(735)	4,876	-	4,876	
Public Health	14,657	-	14,657	(1,990)	12,667	-	12,667	
Community Services	13,242	-	13,242	(1,622)	11,619	-	11,619	
Seniors Services	6,296	-	6,296	(986)	5,310	15,335	20,645	
Community Services	19,538	-	19,538	(2,608)	16,930	(15,335)	32,265	
NRH	36,357	-	36,357	(4,282)	32,075	3,300	35,375	
Planning	32	-	32	(32)	-	-	-	
Sub-Total Levy	314,715	(3,936)	310,779	(28,422)	282,357	55,885	338,242	
Wastewater	65,114	(8,316)	56,797	(3,120)	53,677	5,956	59,633	
Water	13,183	(2,069)	11,114	(568)	10,546	15,418	25,964	
Waste Management	795	-	795	(795)	64,223	-	85,597	
Sub-Total Rate	79,091	(10,385)	68,706	(4,483)	64,223	21,374	85,597	
Total Niagara Region:	393,806	(14,321)	379,485	(32,905)	346,580	77,258	423,839	8.66%
External:								
Fort Erie	6,333	-	6,333	(809)	5,525	-	5,525	2.51%
Grimsby	3,140	-	3,140	(355)	2,784	-	2,784	0.28%
Lincoln	6,676	-	6,676	(615)	6,061	1,462	7,523	2.59%
Niagara Falls	48,560	-	48,560	(3,890)	44,670	5,000	49,670	3.16%
NOTL	3,609	-	3,609	(531)	3,078	1,400	4,478	2.29%
Pelham	32,252	-	32,252	(2,237)	30,015	4,000	34,015	13.33%
Port Colborne	27,246	-	27,246	(1,975)	25,270	5,483	30,753	8.67%
St. Catharines	119,978	(1,944)	118,033	(12,887)	105,147	13,444	118,590	7.43%
Thorold	950	-	950	(120)	830	-	830	1.60%
Wainfleet	1,708	-	1,708	(190)	1,518	4,500	6,018	1.17%
Welland	49,199	-	49,199	(6,265)	42,934	10,717	53,651	8.18%
West Lincoln	18,496	-	18,496	(662)	17,834	-	17,834	5.30%
Local Area Municipalities	318,147	(1,944)	316,203	(30,536)	285,667	46,005	331,672	
NPCA	216	-	216	(216)	-	-	-	
Total External:	318,363	(1,944)	316,419	(30,752)	285,667	46,005	331,672	
Total Consolidated:	712,170	(16,266)	695,904	(63,657)	632,247	123,264	755,511	

Minute Item No. 6
Consent Items for Information

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

ED 8-2020 respecting COVID-19 Response and Business Continuity in Economic Development **BE RECEIVED**;

PDS-C 6-2020 respecting COVID-19 Response and Business Continuity in Planning and Development **BE RECEIVED**;

PDS 24-2020 respecting Resolution of Appeal of RPPA 4-2013 Welland Urban Area Boundary (LPAT Case No. PL131384) **BE RECEIVED** and **BE CIRCULATED** to the City of Welland; and

PDS-C 3-2020 respecting 2020 Public Realm Investment Program (PRIP) Funding Commitment Update, **BE RECEIVED**.

Minute Item No. 9.1
Confidential PDS 18-2020
Appeal to the Local Planning Appeal Tribunal, Township of Wainfleet Council
Decision on Wainfleet Official Plan Amendment 02

That Confidential Report PDS 18-2020, dated June 17, 2020, respecting A Matter Related to Litigation or Potential Litigation- Appeal to the Local Planning Appeal Tribunal, Township of Wainfleet Council Decision on Wainfleet Official Plan Amendment 02, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

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

**PEDC 5-2020
Wednesday, June 17, 2020
Council Chamber/Teleconference
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee Members Present in the Council Chamber:	Huson (Committee Chair), Foster
Committee Members Present via Teleconference:	Bradley (Regional Chair), Butters, Bylsma, Campion, Darté (Committee Vice-Chair), Easton, Fertich, Greenwood, Heit, Junkin, Redekop, Rigby, Ugulini, Witteveen, Zalepa
Other Councillors Present via Teleconference:	Gibson
Absent/Regrets:	Bellows, Sendzik
Staff Present in the Council Chamber:	E. Acs, Manager, Community Planning, M. Lewis, Technology Support Analyst, R. Mostacci, Commissioner, Planning and Economic Development Services, A.-M. Norio, Regional Clerk, R. Tripp, Acting Chief Administrative Officer
Staff Present via Teleconference:	V. Aykroyd, Landscape Architect, I. Banach, Manager, Long Range Planning, P. Busnello, Manager, Development Planning, D. Giles, Director, Community and Long Range Planning, V. Kuhns, Acting Director, Economic Development, P. Lambert, Director, Infrastructure Planning & Development Engineering, D. Morreale, Director, Development Approvals, H. Talbot, Financial and Special Projects Consultant, M. Trennum, Deputy Regional Clerk

1. CALL TO ORDER

Committee Chair Huson called the meeting to order at 1:01 p.m.

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. PRESENTATIONS

There were no presentations.

4. **DELEGATIONS**

There were no delegations.

5. **ITEMS FOR CONSIDERATION**

There were no items for consideration.

6. **CONSENT ITEMS FOR INFORMATION**

Rino Mostacci, Commissioner, Planning and Development Services, and Val Kuhns, Acting Director, Economic Development, provided verbal updates to the Committee on the ongoing work being undertaken in their respective areas related to the COVID-19 pandemic and its effects on planning and development and the economy in Niagara.

Moved by Councillor Bylsma
Seconded by Councillor Zalepa

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

ED 8-2020 respecting COVID-19 Response and Business Continuity in Economic Development **BE RECEIVED**;

PDS-C 6-2020 respecting COVID-19 Response and Business Continuity in Planning and Development **BE RECEIVED**;

PDS 24-2020 respecting Resolution of Appeal of RPPA 4-2013 Welland Urban Area Boundary (LPAT Case No. PL131384) **BE RECEIVED** and **BE CIRCULATED** to The City of Welland; and

PDS-C 3-2020 respecting 2020 Public Realm Investment Program (PRIP) Funding Commitment Update, **BE RECEIVED**.

Carried

7. **OTHER BUSINESS**

There were no items of other business.

8. CLOSED SESSION

Moved by Councillor Foster
Seconded by Councillor Fertich

That this Committee **DO NOW MOVE** into closed session to receive confidential information respecting:

A Matter Related to Litigation or Potential Litigation- Appeal to the Local Planning Appeal Tribunal, Township of Wainfleet Council Decision on Wainfleet Official Plan Amendment 02

Carried

Committee resolved into closed session at 2:17 p.m.

9. BUSINESS ARISING FROM CLOSED SESSION ITEMS

Committee reconvened in open session at 2:54 p.m. with the following individuals in attendance:

Committee Members Present in the Council Chamber: Huson (Committee Chair), Foster

Committee Members Present via Teleconference: Bradley (Regional Chair), Butters, Bylsma, Campion, Darte (Committee Vice-Chair), Easton, Fertich, Greenwood, Heit, Junkin, Redekop, Rigby, Ugulini, Witteveen, Zalepa

Absent/Regrets: Bellows, Sendzik

Staff Present in the Council Chamber: E. Acs, Manager, Community Planning, M. Lewis, Technology Support Analyst, R. Mostacci, Commissioner, Planning and Economic Development Services, A.-M. Norio, Regional Clerk

Staff Present in Teleconference: I. Banach, Manager, Long Range Planning, P. Busnello, Manager, Development Planning, V. Kuhns, Acting Director, Economic Development, P. Lambert, Director, Infrastructure Planning & Development Engineering, D. Morreale, Director, Development Approvals, H. Talbot, Financial and Special Projects Consultant, M. Trennum, Deputy Regional Clerk

9.1 Confidential PDS 18-2020

A Matter Related to Litigation or Potential Litigation- Appeal to the Local Planning Appeal Tribunal, Township of Wainfleet Council Decision on Wainfleet Official Plan Amendment 02

Moved by Councillor Zalepa
Seconded by Councillor Greenwood

That Confidential Report PDS 18-2020, dated June 17, 2020, respecting A Matter Related to Litigation or Potential Litigation- Appeal to the Local Planning Appeal Tribunal, Township of Wainfleet Council Decision on Wainfleet Official Plan Amendment 02, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Recorded Vote:

Yes (16): Bradley, Butters, Bylsma, Campion, Dart, Easton, Fertich, Greenwood, Heit, Huson, Junkin, Redekop, Rigby, Ugolini, Witteveen, Zalepa.

No (1): Foster.

Carried

10. NEXT MEETING

The next meeting will be held on Wednesday, July 15, 2020, at 1:00 p.m. in the Council Chamber, Regional Headquarters.

11. ADJOURNMENT

There being no further business, the meeting adjourned at 2:57 p.m.

Councillor Huson
Committee Chair

Matthew Trennum
Deputy Regional Clerk

Ann-Marie Norio
Regional Clerk

MEMORANDUM

ED 8-2020

Subject: COVID-19 Response and Business Continuity in Economic Development
Date: June 17, 2020
To: Planning and Economic Development Committee
From: Val Kuhns, Acting Director, Economic Development

Economic Development

Current Status of Operations

This report is an update on ED 7-2020 COVID-19 Response and Business Continuity in Economic Development, which was provided for information at the May 13, 2020, Planning and Economic Development Committee meeting. Niagara Economic Development has re-focused its work, in the wake of COVID-19, to support Niagara businesses. New initiatives have been developed in collaboration with the other economic development offices in Niagara, working together as the Economic Rapid Response Team (ERRT).

While all work in connection with the ERRT takes priority, where resources are available, some regular activities continue, including projects started before COVID-19. They include ongoing advisory support for the Local Area Municipalities that do not have economic development offices, responding to investment inquiries, development of a CRM tool necessary for client follow up, webinar to present the results of a Supply Chain study developed in partnership with Transport Canada and the McMaster Institute for Transportation and Logistics, development of a Transportation and Logistics policy brief in partnership with the Niagara Community Observatory, connection with local exporters as part of the Foreign Trade Zone program and providing support for Enbridge in the preparation of an application for a Natural Gas Extension in the region.

Service/Operational Changes

Two major areas that regional economic development normally focuses on are business investment attraction and the external marketing of Niagara as a competitive location for investment. Although, we are not currently involved in active lead generation to identify potential prospects for investment, Niagara Economic Development has received 10 inquiries since mid-March. These leads are all active and have required ongoing follow up.

All pro-active external marketing activities have stopped and work is focused on crisis communications to local businesses and the promotion of tools including the websites (ERRT and Open in Niagara), the surveys and other information to support businesses impacted by COVID-19.

Significant Initiatives or Actions Taken

The COVID-19 webpage continues to provide up to date information on provincial and federal announcements, new funding programs and local support. The link to the website is errt.niagararegion.ca in the last 30 days the website has had 5,715 visitors, 145 were returning visitors and 2,557 were unique visits. The most visited category was Financial Support.

The dedicated ERRT email is promoted as a channel for businesses to ask questions. The emails are triaged and sent to the appropriate municipal Economic Development office or organization to respond immediately. The email address is ERRT@niagararegion.ca

The first Business Impact Survey report was released in May and the results widely circulated to upper levels of government as well as FCM, AMO, FedDev etc. and the results also informed our own recovery planning. The second Business Impact Survey closed on June 1st and a report will be available this month. In collaboration with the 6 Economic Development Offices, the survey questions were reworked to understand the effect of government funding and where gaps in support exist, as well as current and projected impact to businesses. The report will be widely distributed and a government relations plan has been developed to disseminate the information to the appropriate government contacts.

We continue to promote the 'Open in Niagara' website to businesses that are open to encourage them to self-register and to Niagara residents to encourage them to shop local and support Niagara businesses. As of May 29, the website has received 20,000 page views with an average of 14 minutes spent on each page.

Working with the Economic Development offices a draft Economic Recovery Plan has been created and circulated to Economic Development Officers and other stakeholders, for comment. The next revised version will be available once the results from the second survey are available.

The ERRT is also promoting a Niagara PPE list compiled by the Niagara Industrial Association from their membership. The list includes companies who produce different types of PPE or have pivoted to produce PPE. The directory has been built and is hosted on our website. At the time of writing this report it was being tested before going live.

A partnership between Venture Niagara and Niagara Economic Development has been facilitated to assist with the administration and promotion of the Regional Relief and Recovery Fund (RRRF) <https://www.ventureniagara.com/regional-relief-recovery-fund/> which has to be distributed by June 30th 2020.

Niagara Economic Development is a member of the GTA Economic Development Alliance and is jointly promoting the impact being felt by businesses across the GTA to the provincial and federal governments. An Economic Recovery Plan for the broader area is also being developed in tandem with our own Niagara Economic Recovery Plan.

Operational Outlook

1 month

- Second Business Impact survey results will be analysed and a report will be developed, widely distributed and used to inform the Economic Recovery Plan and other levels of government.
- Ongoing support to local businesses through the ERRT initiatives.
- Ongoing engagement with key sectors to inform the Economic Recovery Plan.
- Ongoing collaboration with the local Economic Development Offices, Chambers, Niagara Workforce Planning Board, Niagara Industrial Association etc.

3 months

- The ERRT Economic Recovery Plan will be completed and implementation started.
- Monitoring the economic indicators to better understand where 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.
- Ongoing collaboration with the local Economic Development Offices, Chambers, Niagara Workforce Planning Board, Niagara Industrial Association etc.

6 months

- Review of the pandemic's impact on the Economic Development Strategic Action Plan and make revisions as necessary.
- Long term Economic Development Strategy development will begin.
- Development of an economic emergency communications plan to address possible future emergencies that may impact the regional economy.
- Ongoing collaboration with the local Economic Development Offices, Chambers, Niagara Workforce Planning Board, Niagara Industrial Association etc.

Respectfully submitted and signed by

Valerie Kuhns
Acting Director, Economic Development

MEMORANDUM

PDS-C 6-2020

Subject: COVID-19 Response and Business Continuity in Planning and Development
Date: June 17, 2020
To: Planning and Development Committee
From: Rino Mostacci, Planning and Development

Commissioner Comments, Planning & Development Services

Planning and Development Services Staff are working remotely – all core and essential services continue to be delivered. We are processing development applications and providing inspection services within expected timelines, working on master servicing plans and making progress on key initiative – the Woodland By-law, the Glendale District Plan, the Employment Lands Strategy, the New Official Plan and others. As well we are maintaining working relationships with our private sector partners and continue to find solutions and offer support as needed. Staff are also supporting the Regional EOC and the development of “*Open Niagara*”.

Community and Long Range Planning

Project Update

Over the summer the process for a Regional Official Plan Amendment will be initiated which will update the employment lands policies. This update is being done to achieve conformity with Provincial policy and to protect land that supports businesses and employment within local area municipalities. The first step in the process will be a statutory Public Meeting, followed by a period where comments can be submitted by the public before final recommendation are brought forward to PEDC and Council.

Official Plan Consultation

Prior to COVID 19 a significant amount of consultation had been conducted. Consultation to date has included Technical Advisory groups consisting of representation from Local Area Municipalities, presentations at Council meetings of all

Local Area municipalities and meetings with stakeholder groups. An Official Plan website was also established containing information on background reports, Committee and Council reports and other relevant information.

The consultation program has been adapted and over the remainder of the year there will be online consultation and engagement in the form of online surveys and virtual meetings and PICs with stakeholder groups.

Development Planning & Approvals

Current Status of Operations

Development Planning & Approval Services has adapted effectively to deliver 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.

For the month of April the following development volumes were received by the department:

- Planning Applications (includes zoning, subdivision, site plan etc.) - **22**
- Engineering Applications (includes servicing reviews, site plan, etc.) - **16**
- Private Septic Applications - **14**
- Pre-consultations - **25**

Environmental Planning

Staff will be hosting a virtual open house on the Regional Woodland By-law update. Residents are invited to learn more about the by-law review, interact with the project team, ask questions and give their feedback through the virtual open house on **Wednesday, June 17 at 5:00 pm**. The meeting will begin with a presentation followed by a question and answer period. Notice and information of the virtual open house will be placed on the regional website, sent out via social media and ads will also be placed in the local newspaper.

Infrastructure Planning & Development Engineering

Current Status of Operations

Development Engineering

We are continuing to respond to development applications with engineering comments, legal agreements for road works, and processing ECA's under the Transfer of Review program for new sanitary and storm sewers. Additionally, we are continuing with Stormwater Management (SWM) review, Transportation review/meetings, and W&WW review/meetings as it relates to development applications and inquiries. We are working on the SWM Guidelines Project with WOOD Consulting Engineers and assessing schedule/deliverables to adapt to current situation.

Infrastructure Planning

We are continuing with the development of the RFP for the 2021 Water & Wastewater (W&WW) Master Servicing Plan (MSP) Update project in consultation with W&WW team. The target release for the RFP is in September to ensure work can be completed by end of 2021 as it is an important input for the Development Charges Background Study and By-law update.

We are leading the Baker Road Pollution Prevention and Control Plan and additional flow monitoring work. We are coordinating with local municipalities (West Lincoln, Lincoln and Grimsby) for this project. We continue to work with Local Municipal Partners on previously approved CSO Projects and projected cash flow to better inform Finance of demands. We are planning to bring forward the 2020 CSO Project Approval report for the July PEDC Committee. The wet weather management program is continuing and adapting to the current situation.

Development Industry Liaison

We are continuing with the review of the potential build out scenarios for the urban areas of Niagara in collaboration with planning group. This must be completed to be part of the 2021 W&WW MSP update to better understand the potential servicing implications and supporting infrastructure for build out. We are leading the development application process for the Linhaven LTC Redevelopment Project and 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.

Private Sewage/Septic Systems Program

The Private Sewage System group (responsible for Part 8 of the Ontario Building Code) is continuing to receive and respond to septic permit applications, inspections, development applications, special requests and complaints.

Respectfully submitted and signed by



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

MEMORANDUM

PDS-C 3-2020

Subject: 2020 Public Realm Investment Program (PRIP) Funding
Commitment Update

Date: June 17, 2020

To: Planning and Economic Development Committee

From: Vanessa Aykroyd, Landscape Architect

The purpose of this memorandum is to provide an update to the Planning and Economic Development Committee with respect to the “**2020 Public Realm Investment Program (PRIP)**.” This memo summarizes the results of the 2020 PRIP applications for funding from Local Area Municipalities (LAMs) for public realm enhancement projects along Regional Roads, and Canada Summer Games venues (for 2020 only). A brief description of each project is included.

Program Background

The Public Realm Investment Program was initiated in 2016, as a means to partner with LAMs to create attractive and vibrant places. These projects contribute to elevating the public realm across Niagara and include streetscaping, street furnishings, civic gateways, urban plazas, active transportation facilities, and myriad of other public realm improvements. With a yearly budget of \$250,000, the PRIP provides matching funding to LAMs for capital costs of public realm enhancement projects up to a maximum of \$100,000 per project.

Now in its fifth year, the Program continues to build on the successes of past years. The uptake of the program continues to grow in the number of submissions received, quantity of funding requested, and quality of submissions received.

One of the contributing factors of the Program’s success has been to offer landscape architecture and urban design expertise to the LAMs where these technical and design expertise are not available at the local level. This practice allows local and regional staff to collaborate to amplify resources, at hand, thereby raising the overall quality and value of built projects.

2020 Funding Commitments

On January 23, 2020, the 2020 PRIP Application Package and supporting material was distributed to LAM staff. The call for applications opened on January 27, and the deadline for submissions, initially planned for March 27, was extended to April 3. The deadline was extended to permit additional time for applicants to gather required application items as staff and consultant workplaces were adjusting to remote work locations and other limitations in response to the Provincial Order (O. Reg. 82/20).

Similar to previous years, the 2020 Program was over-subscribed with total funding requests of \$513,550. Twelve projects were submitted from eight LAMs. Combined, the applications contain a total project value of \$1.2 million complementing millions more in investment across the Region in critical infrastructural renewal projects and the Canada Summer Games.

A multi-disciplinary team of Regional staff evaluated the projects to determine technical feasibility and funding priorities. Staff also met directly with staff from several LAMs to discuss the projects in detail.

Of the 12 projects submitted, 2 did not meet funding request amount minimums or project location pre-requisites. Two projects in West Lincoln did not receive funding priority based on the comprehensive application evaluation scoring criteria and were not assigned funding this year. Eight projects in total were assigned PRIP funding commitments in 2020:

Project Name and Description	Total Project Value	Regional Commitment
1. Lincoln: Downtown Beamsville Beautification Projects A number of landscaping enhancement, public art, and tourism related installations along RR18 Ontario Street and RR81 King Street.	\$63,000	\$31,000
2. Lincoln: Jordan Hollow Cultural Park Elements include Indigenous public art installations, rain gardens, rest areas, elements to support active transportation (bike parking and repair station), landscaping and wayfinding, gateway and interpretative signage adjacent RR81 King Street.	\$166,000	\$83,000

Project Name and Description	Total Project Value	Regional Commitment
3. Niagara Falls: Canada Summer Games Project – Oakes Park Improvement of the spectator and public plazas at Oakes Park including a new shade structure, new picnic/ seating areas, benches, accessible picnic tables, signage, and landscaping.	\$50,000	\$25,000
4. Pelham: Rice Road Tree planting and benches Enhanced tree planting along the new multi-use trail and benches adjacent to RR54 Rice Road to enhance previous funding for rest areas at the major intersections.	\$110,000	\$30,000
5. Pelham: Canada Summer Games Project – The Arches Funding requested to support enhancements to the Arches replacement project – including shade structures and lighting. This area is home to the Cycling Road Race venue.	\$165,000	\$10,000
6. St. Catharines: Greening on Fourth Ave and Lakeshore Rd Includes tree planting in the medians along Fourth Avenue (RR77) from Third Street South to Vansickle Road as well as the refurbishment of the Gateway feature along Lakeshore Road (RR87) at Bunting Road with native plants species and active transportation elements.	\$88,000	\$35,000
7. St. Catharines: Canada Summer Games Project: Yukon House Assists in the creation of a 13 for 13 cultural event for the Canada Summer Games, including public art, seating, a shade structure, and other elements, at the corner of James Street and Paul Street.	\$50,000	\$10,000
8. Thorold: St David's MUP Site Furniture and Rest Areas Includes the construction and installation of a rest area and street furniture and landscaping at key points along the south side of St. David's Road multi-use pathway.	\$61,000	\$26,000
Total:	\$753,000	\$250,000

Respectfully submitted and signed by

Vanessa Aykroyd, OALA, CSLA
Landscape Architect

Subject: Resolution of Appeal of RPPA 4-2013 Welland Urban Area Boundary (LPAT Case No. PL131384)

Report to: Planning and Economic Development Committee

Report date: Wednesday, June 17, 2020

Recommendations

1. That Report PDS 24-2020 **BE RECEIVED** for information; and
2. That a copy of Report PDS 24-2020 **BE CIRCULATED** to the City of Welland for information.

Key Facts

- Ministry of Municipal Affairs and Housing recently withdrew its appeal of Regional Policy Plan Amendment 4-2013 (“RPPA 4-2013”) which relates to an urban expansion area in the City of Welland (the “Canal Lands Appeal”). As a result, those lands are now part of Welland’s urban area in the Region’s Official Plan.
- In 2013, Niagara Region staff recommended approval of a deferred expansion area in Welland located generally on the east and west sides of the Welland Canal between East Main Street and Highway 58, known as RPPA 4-2013 (the “Subject Lands”).
- Council approved RPPA 4-2013; however, that decision was appealed by the Ministry of Municipal Affairs and Housing (“MMAH”) to the Ontario Municipal Board (now known as the Local Planning Appeal Tribunal or LPAT)
- In 2020, after significant and collaborated effort between the City and Region, MMAH withdrew its appeal.
- As a result, RPPA 4-2013 is now in effect. The Subject Lands are now part of Welland’s urban boundary.
- The Region does not have clear Employment Area policies. This needs to be resolved to allow greater predictability for existing and prospective employers on the Subject Lands and elsewhere.

Financial Considerations

Staff time required to support the process has been accommodated within the Planning & Development Services Operating Budget.

Analysis

Below is an outline of the process that took us to the resolution of the Canal Lands Appeal. This was a long-standing matter that was resolved after diligent and cooperative efforts from multiple departments of the City and Region.

The Subject Lands are shown on Appendix 1.

Appendix 2 shows the City's boundaries now in effect as a result of the resolution of the Canal Lands Appeal.

Note that other lands in the City of Welland remain deferred, noted as "Deferred (ROPA 7)" on Appendices 1 and 2. The Deferred Lands are not the subject of this Report.

City of Welland Official Plan (2011)

The Canal Lands Appeal relates back to the work done by the City of Welland on its Official Plan that was started in the 2000s and completed in 2010.

In 2011, after the City's adoption, Welland's Official Plan was before Niagara Region for approval. Council approved the Plan except for three components that were deferred:

1. City of Welland Population and Employment Forecasts;
2. The Urban Area Boundary for the lands shown as "Deferred (ROPA 7)" on the Appendices; and
3. The Urban Area Boundary for the Subject Lands

The third item is the subject of this Report. The other items have separate processes.

The Subject Lands total 227 hectares. Approximately 83 hectares are proposed for employment purposes and the remaining 164 hectares are identified as Open Space, Recreation and Core Natural Heritage System.

Regional Policy Plan Amendment 4-2013

After Regional Council deferred approval in 2011, Staff continued to consider the appropriateness of including the Subject Lands in the urban area.

In 2013, the Region initiated RPPA 4-2013 for the purpose of removing the deferral of the Urban Area Boundary for the Subject Lands. RPPA 4-2013 also proposed to update the Region's Core Natural Heritage System to align with Welland's Official Plan mapping. The effect of this was to allow for the urban boundary expansion for the Subject Lands in the Region's Official Plan.

On October 31, 2013, Regional Council approved RPPA 4-2013.

A copy of RPPA 4-2013 is attached as Appendix 3.

On December 3, 2013, MMAH appealed RPPA 4-2013 to the Ontario Municipal Board (the "Canal Lands Appeal").

Recent Efforts to Resolve RPPA 4-2013

Between late 2013 and late 2019, no substantive activity occurred with the Canal Lands Appeal.

In late 2019 and early 2020, legal and planning staff from the City and Region collaborated on preparing correspondence and other communication to MMAH with the goal of having them withdraw the long-standing appeal.

This action was successful. In mid-April, MMAH advised the LPAT that it sought to withdraw the Canal Lands Appeal.

On April 20, 2020, the LPAT confirmed the withdrawal of the Canal Lands Appeal. Since there were no other appeals, the LPAT closed its file.

As a result, RPPA 4-2013 came in to effect on April 20, 2020. In other words, the Subject Lands are now part of the City's urban boundary as shown in Appendix 2.

Current Official Plan mapping is available by contacting staff. A revised Official Plan Consolidation is in development, for electronic publication this summer. The Consolidation will include the revised mapping.

Additionally, background work and recommendations associated with the *new* Regional Official Plan will be revised to address the inclusion of the Subject Lands as employment within the City of Welland.

However, the Region does not have clear Employment Area mapping and policies. This leaves it at a competitive disadvantage to other jurisdictions that have more modern and predictable policies. This should be resolved to allow lands, like the Subject Lands, to be more attractive to existing and future users.

Alternatives Reviewed

MMAH's withdrawal of its Canal Lands Appeal automatically brings RPPA 4-2013 in to effect. As a result, no alternatives are available.

Relationship to Council Strategic Priorities

The resolution of RPPA 4-2013 directly relates to Supporting Businesses and Economic Growth as additional urban employment lands have been added to the City of Welland. These employment lands are adjacent to significant infrastructure upgrades and business development and investment.

Other Pertinent Reports

- ICP 67-2011: Approval of the New Welland Official Plan
- ICP 107-2013: Final Recommendation Report RPPA 4-2013

Prepared by:

Isaiah Banach
Manager of Long Range Planning
Planning and Development Services

Recommended by:

Rino Mostacci, MCIP, RPP
Commissioner
Planning and Development Services

Submitted by:

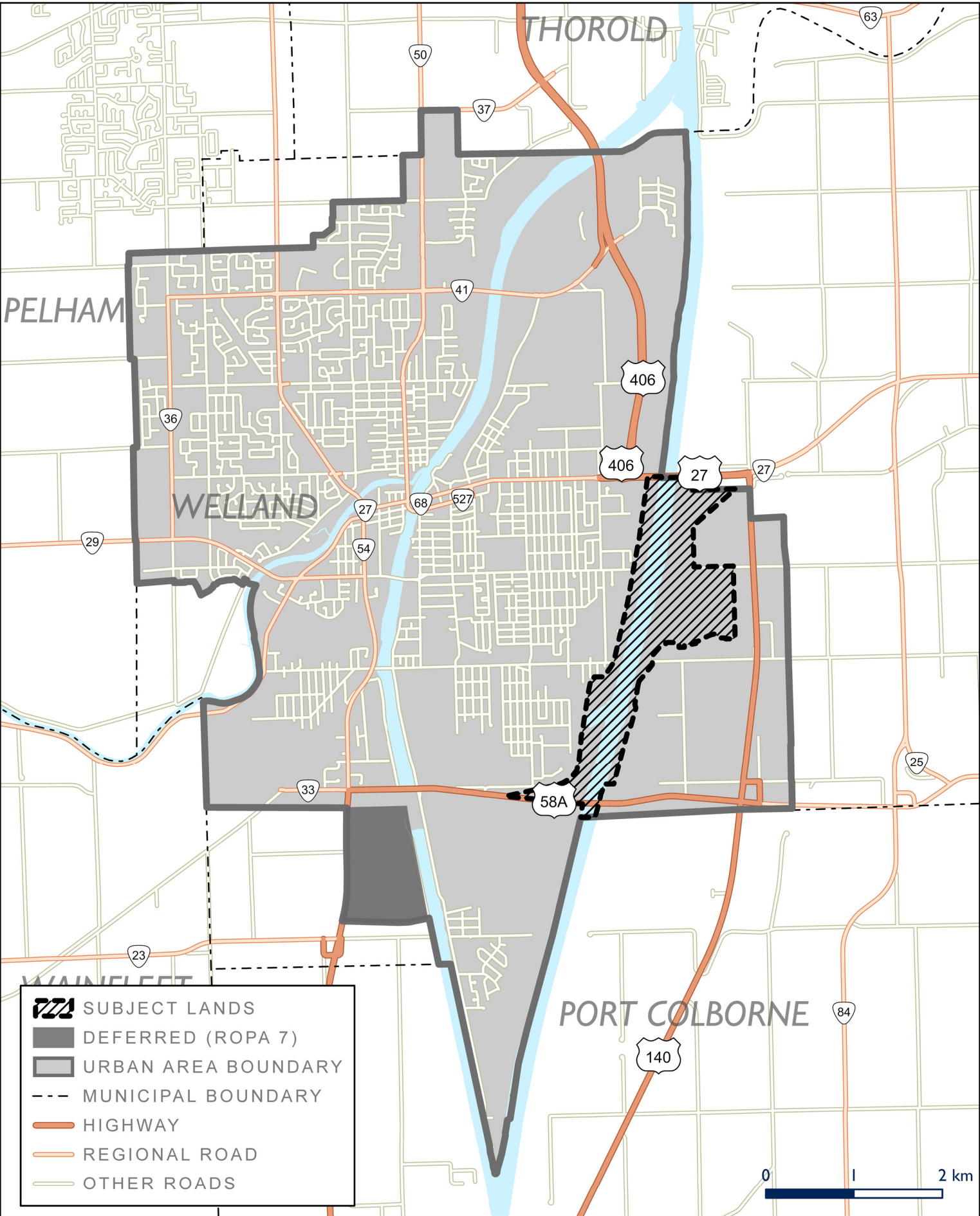
Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was reviewed by Greg Bowie, Planner and Scott Crocco, Legal Counsel.

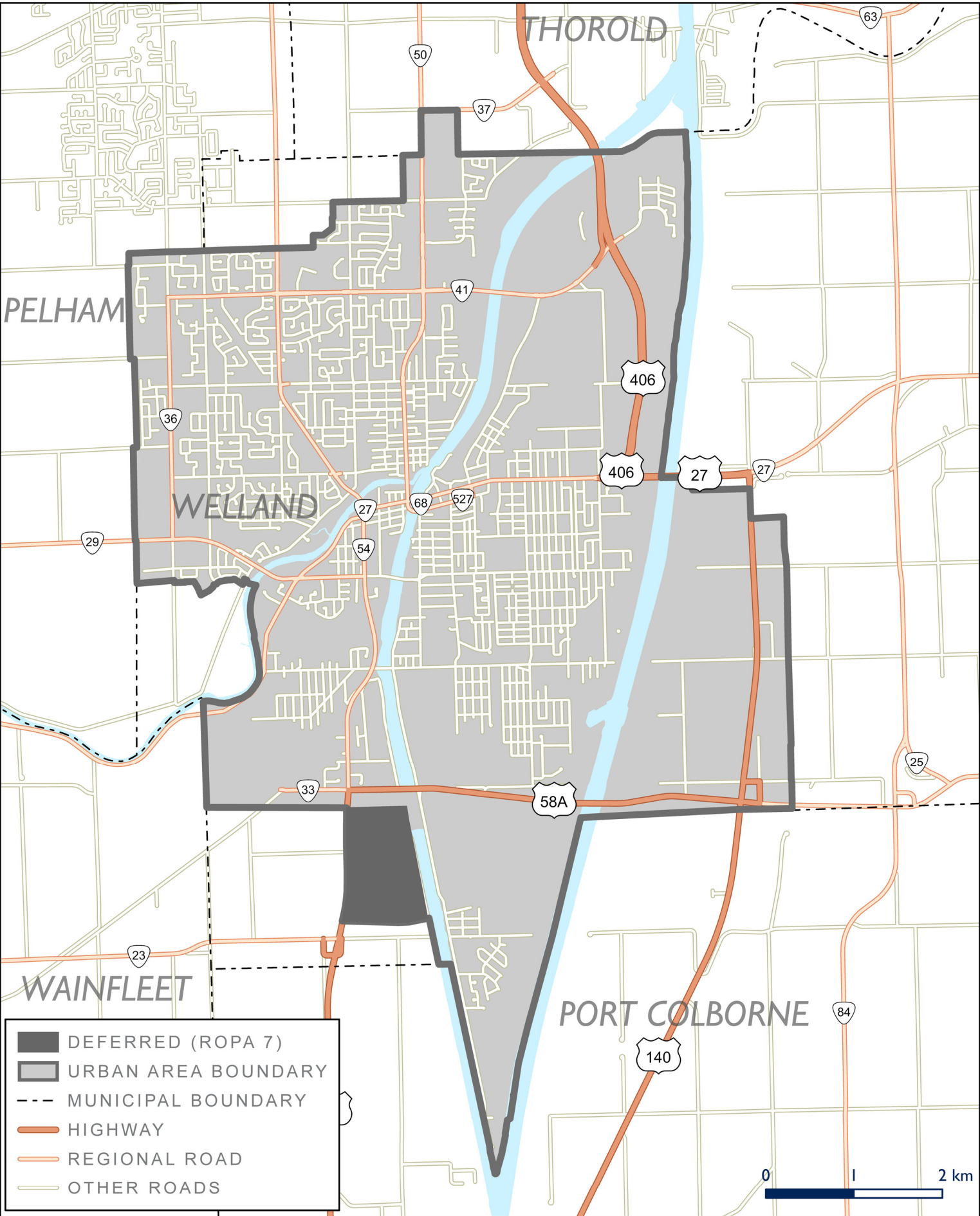
Appendices

Appendix 1	RPPA 4-2013 Subject Lands
Appendix 2	Updated City of Welland Urban Area Boundary
Appendix 3	RPPA 4-2013 Amendment

Appendix 1: RPPA 4-2013 Subject Lands



Appendix 2: City of Welland Urban Area Boundary



THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. 119-2013

A BY-LAW TO PROVIDE FOR THE ADOPTION
OF AMENDMENT 4-2013 TO THE OFFICIAL PLAN
FOR THE NIAGARA PLANNING AREA TO PERMIT MODIFICATIONS
TO THE REGION'S URBAN AREA BOUNDARY FOR WELLAND AND
TO LIFT THE DEFERRAL FOR THE NIAGARA REGION CORE
NATURAL HERITAGE MAP FOR WELLAND


WHEREAS it is deemed expedient to further amend the Official Plan heretofore adopted by Regional Council for the Niagara Planning Area,

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

1. That the text attached hereto is hereby approved as Amendment 4-2013 to the Official Plan for the Niagara Planning Area.
2. That the Regional Clerk is hereby authorized and directed to give notice of Council's adoption in accordance with Section 17(23) of the Planning Act.
3. That this By-law shall come into force and take effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA


(Gary Burroughs, Regional Chair)


(Janet Pilon, Regional Clerk)

Passed: October 31, 2013

AMENDMENT NO. 4-2013
TO THE OFFICIAL PLAN
FOR THE NIAGARA PLANNING AREA

PART "A" – THE PREAMBLE

The preamble provides an explanation of the Amendment including the purpose, location, background, and basis of the policies and implementation, but does not form part of this Amendment.

- Title and Components
- Purpose of the Amendment
- Location of the Amendment
- Background
- Basis for the Amendment
- Implementation

PART "B" – THE AMENDMENT

The Amendment describes the additions and/or modifications to the Official Plan for the Niagara Planning Area, which constitute Official Plan Amendment No. 4-2013.

- Map Change
- Text Change (no changes)

PART "C" – THE APPENDICES

The Appendices provide information regarding public participation and agency comments relevant to the Amendment, but do not form part of this Amendment.

PART "A" – THE PREAMBLE

TITLE AND COMPONENTS:

This document, when approved in accordance with Section 17 of the Planning Act, 1990, shall be known as Amendment 4-2013 to the Official Plan of the Niagara Planning Area. Part "A" – The Preamble, contains background information and does not constitute part of this Amendment. Part "B" – The Amendment, consisting of map changes constitutes Amendment 4-2013 to the Official Plan of the Niagara Planning Area. Part "C" – The Appendices, does not constitute part of the Amendment. These Appendices contain information related to public involvement and agency comments associated with the Amendment.

PURPOSE OF THE AMENDMENT:

The purpose of this Amendment is to permit a modification to the Region's Urban Area Boundary for the City of Welland, as well as technical modifications to the Region's Core Natural Heritage Map.

LOCATION OF THE AMENDMENT:

This Amendment to the Urban Boundary Area applies to the area on the east and west sides of the Welland Canal between Highway 58A and East Main Street.

The Amendment to the Core Natural Heritage Map is throughout the City of Welland.

BACKGROUND

The City of Welland Official Plan was approved by Regional Council on September 15, 2011 with new policies and mapping. One of the new approved schedules of the Welland Official Plan is Schedule A: City Structure which delineates the Urban Area Boundary for Welland and the Built-Up Area, Greenfield Areas, and the Agricultural Area.

The approval of the adopted Welland Official Plan included a 227 hectare (562 acre) of land within the Urban Area Boundary that is not included as urban area on the Urban Area Boundary Map contained in the Regional Policy Plan. The area on Schedule A was deferred until such a time as the Regional Policy Plan could be amended.

To ensure alignment with the City's Official Plan and to lift the deferrals, Regional staff are initiating the required amendment to the Regional Policy Plan's Urban Areas Boundary Map. The proposed modification to the Urban Area Boundary, to include the land on the west and east side of the Welland Canal will result in an increase to the Urban Area of Welland but is justified by the Provincial and Regional Economic Gateway Strategy that encourages increased employment land and economic growth opportunities along this corridor. Most importantly, these lands were once owned by the Federal Government for which Niagara Region and the City of Welland had no land use jurisdiction. With these lands now being privately owned, land use policies are required to correct these historical anomalies.

Two of the schedules of the Welland Official Plan Schedule C: Core Natural Heritage System and Schedule C1: Components of the Natural Heritage System were deferred until the Region's Environmental Mapping could be updated. These two schedules delineate Environmental Protection Areas, and Environmental Conservation Areas.

To ensure alignment with the City's Official Plan and to lift the deferrals, Regional staff are initiating the required amendment to the Regional Policy Plan's Core Natural Heritage Map.

BASIS FOR THE AMENDMENT:

1. Regional Council in ICP 67-2011, Recommendation 1 approved the Welland Official Plan subject to the modifications and deferrals contained in Appendix I. Staff are undertaking a modification to the Urban Area Boundary for Welland and the Core Natural Heritage mapping in order to ensure alignment with the Welland Official Plan and to lift the earlier imposed deferral.
2. The changes proposed in this Amendment are consistent with the Strategic Directions of the Provincial Policy Statement (2005), Places to Grow Plan (2006), and Niagara's Growth Management Strategy (Niagara 2031).
3. The Amendment to the Regional Policy Plan will include a map change to the Urban Areas Boundary Map and the Core Natural Heritage Map and all other associated schedules.
4. The Amendment was the subject of a Public Meeting held under the Planning Act on October 23, 2013. Public and agency comments were addressed as part of the preparation of this Amendment.
5. Based on the Region's review of the Planning Act, the Provincial Policy Statement, the Regional Policy Plan, public consultation, and agency consultation, Regional staff is of the opinion that the Amendment is consistent with and conforms to Provincial and Regional policies and plans and, therefore, represents good planning.

IMPLEMENTATION:

Section 12, Implementation of the Official Plan for the Niagara Planning Area, shall apply where applicable.

PART "B" – THE AMENDMENT

**Amendment 4-2013
To the Official Plan for the
Niagara Planning Area**

Map Changes:

The Official Plan for the Niagara Planning Area is amended by modifications made to the Region's Urban Area Boundary for Welland as shown on the Region's Urban Areas Boundary Map. To accommodate the change to the Urban Area Boundary, the Agricultural Land Base Map will need to be modified accordingly as the area is redesignated from a Rural to an Urban designation. Other maps that show the Region's Urban Area Boundary for Welland will also need to be modified to demonstrate the Amendment.

The Official Plan for the Niagara Planning Area is amended by modifications made to the Region's Environmental mapping for Welland as shown on the Region's Core Natural Heritage Map.

Text Changes:

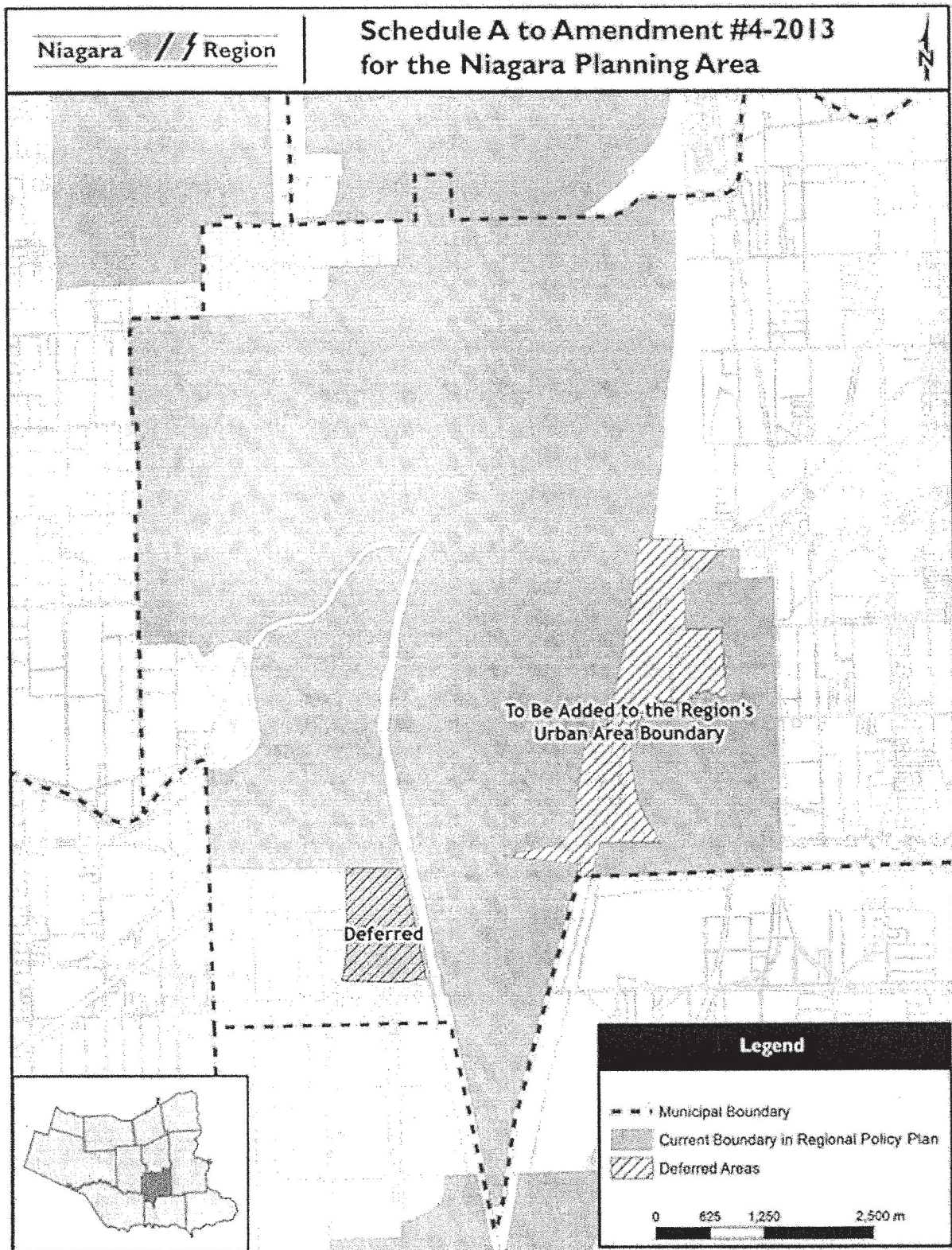
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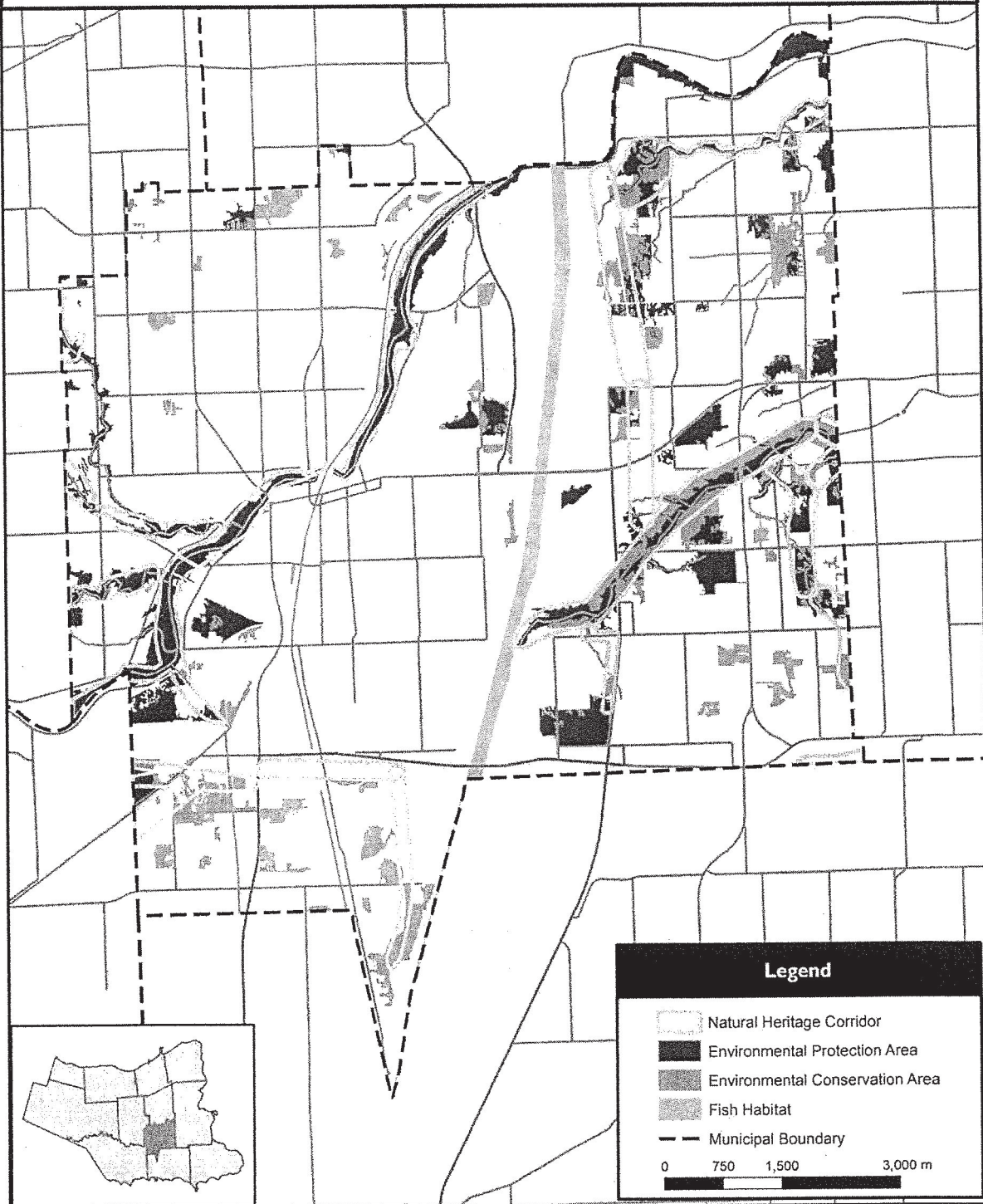
Urban Areas Boundary Map

The Region's Urban Area Boundary for Welland, as displayed on the Urban Areas Boundary Map of the Regional Policy Plan, as outlined on Schedule A.

Core Natural Heritage Map

The Region's Core Natural Heritage information for Welland, as displayed on the Core Natural Heritage Map of the Regional Policy Plan, as outlined on Schedule B.





Subject: Update on Recommendations from the Ontario Ombudsman Report
"Inside Job"

Report to: Regional Council

Report date: Thursday, June 25, 2020

Recommendations

1. That Report CLK 9-2020 **BE RECEIVED** and **CIRCULATED** to the Ontario Ombudsman for information.

Key Facts

- The purpose of this report is to provide an update respecting the recommendations provided by the Ontario Ombudsman in the report entitled "Inside Job".
- At its special meeting held on December 5, 2019, Regional Council provided direction to staff to prepare various policies and procedures related to the recommendations made by the Ombudsman.
- Recommendation 16 of the report "Inside Job" was for Niagara Region to report publicly, and to the Ombudsman Office, in six months' time on its progress implementing the recommendations and at six-month intervals thereafter until such time as the Ombudsman is satisfied that adequate steps have been taken to address the recommendations.

Financial Considerations

There are no financial considerations as the implementation of the recommendations require implementation of policies and procedures and process improvements.

Analysis

At its Special Council meeting held on December 5, 2019, Council passed the following resolution:

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

1. That Regional Council **CONFIRMS** their agreement with the recommendations of the Ontario Ombudsman Report “Inside Job” (dated November 2019) respecting the investigation into matters relating to the Regional Municipality of Niagara’s hiring of its Chief Administrative Officer, and its administration of his contract;
2. That staff **BE DIRECTED** to prepare a policy respecting employee code of conduct or ethics that includes for the protection of confidential information, pursuant to Recommendation 1 of the Ombudsman’s Report for the Corporate Services Committee meeting being held on February 12, 2020;
3. That staff **BE DIRECTED** to include clauses in all employment contracts respecting the protection of confidential information pursuant to Recommendation 2 of the Ombudsman’s Report and provide an update at the Corporate Services Committee meeting being held on February 12, 2020;
4. That staff **BE DIRECTED** to ensure specific confidentiality agreements are signed at the start of a hiring process by all officials and staff with access to confidential hiring process information pursuant to Recommendation 3 of the Ombudsman’s Report and provide an update at the Corporate Services Committee meeting being held on February 12, 2020;
5. That staff **BE DIRECTED** to prepare a draft Terms of Reference for a Chief Administrative Officer Recruitment Committee taking into consideration Recommendation 4 of the Ombudsman’s Report for the Regional Council meeting held on January 23, 2020;
6. That staff **BE DIRECTED** to review and update the Employment and Staffing Policy (C-HR-010) to ensure it contains provisions to clarify that employees should not engage in any behaviour that provides an unfair advantage to a candidate during a hiring process including assisting candidates by providing inside information such as interview questions and suggested answers pursuant to Recommendation 6 of the Ombudsman’s Report for the Corporate Services Committee meeting being held on February 12, 2020;
7. That staff **BE DIRECTED** to prepare a policy respecting the hiring process for a Chief Administrative Officer including the appropriate roles of staff and their accountability to Council or a committee of Council charged with the hiring, pursuant to Recommendation 9 of the Ombudsman’s Report for the Regional Council meeting held on January 23, 2020;
8. That staff **BE DIRECTED** to prepare a by-law setting the parameters of the relationship between Council and the Chief Administrative Officer including the role of Council with respect to amending the Chief Administrative Officer’s contract and salary, pursuant to Recommendation 11 of the Ombudsman’s Report for the Regional Council meeting held on January 23, 2020;

9. That staff **BE DIRECTED** to prepare a policy governing the process for Chief Administrative Officer performance appraisals pursuant to Recommendation 13 of the Ombudsman's Report for the Regional Council meeting held on January 23, 2020;
10. That staff **BE DIRECTED** to report to Regional Council regarding the implementation of Recommendations 4 (as it relates to recruitment committees apart from the CAO) 5, 7, 8, 10, 12, 14 and 15 for the Regional Council meeting being held on February 20, 2020; and
11. That staff **BE DIRECTED** to report to Regional Council in six months' time on progress in implementing the recommendations of the Ontario Ombudsman Report "Inside Job" in accordance with Recommendation 16 of the Ombudsman's Report.

The following are the Ombudsman Recommendations and action undertaken to implement the recommendation.

Recommendation 1: The Regional Municipality of Niagara should ensure it has an employee code of conduct or ethics that provides for the protection of confidential information.

Action Taken: Policy C-A-007 Code of Ethics – Conflict of Interest has been updated to include provisions related to disclosure of confidential or personal information. The updates include provisions that provide that employees may not use or disclose confidential, privileged, or personal information belonging to or in the custody or control of the Region except as necessary to perform their duties in accordance with the Region's policies and procedures. Further, any release of information must be done in accordance with the provisions of the Municipal Freedom of Information and Protection of Privacy Act and Personal Health Information Protection Act or as otherwise required by law.

Recommendation 2: The Regional Municipality of Niagara should ensure that the protection of confidential information is addressed in all employment contracts.

Action Taken: Staff have included clauses in all employment contracts respecting the protection of confidential information and sought advice from external legal counsel concerning the inclusion of this wording in all union and non-union contracts of employment.

Recommendation 3: The Regional Municipality of Niagara should require all officials and staff with access to confidential hiring process information to sign a specific confidentiality agreement at the outset of the process.

Action Taken: Policy C-HR-026 Chief Administrative Officer Recruitment, Selection, Offer of Employment, and Performance Management, and the associated procedures provide provisions related to requiring all officials and staff with access to confidential hiring process information to sign specific confidentiality agreements at the start of the process with respect to the CAO hiring process. In addition, Policy C-HR-010 Recruitment and Selection was improved with the enhancement of a provision requiring all staff involved in the recruitment and selection process to keep confidential all such related information, including the requirement for staff to sign specific confidentiality agreements at the start of the process with respect to senior positions at Niagara Region. Staff will be implementing procedures to compliment this Policy.

Recommendation 4: The Regional Municipality of Niagara should ensure that the terms of reference it establishes for a recruitment committee provide for a complete list of the staff and officials permitted to access confidential information.

Action Taken: The above recommendation, as it relates specifically to a CAO recruitment committee, has been addressed in Procedure C-HR-026-001 to the policy respecting Chief Administrative Officer Recruitment, Selection, Offer of Employment, and Performance Management. The procedure includes language providing that involvement of any staff not noted in the procedure requires approval prior to being engaged to provide any support to the Committee or be in attendance at meetings. It further provides that any staff engaged to support the recruitment committee shall hold in strict confidence all confidential information concerning matters dealt with by the Committee, including all such staff will be required to execute a confidentiality agreement prior to engaging in support of the Committee.

Staff are cognizant of the fact that a recruitment committee could be struck for a position other than that of the CAO. In order to ensure that the concerns brought forward by the Ombudsman are addressed, Human Resources staff have amended Policy C-HR-010 Recruitment and Selection to include enhanced confidentiality requirements including the requirement for a signed confidentiality agreement for those staff and officials engaged in the recruitment and selection of senior positions at Niagara Region. Further, the Policy addresses the responsibilities of those staff who are part of a selection committee which specifically outlines the requirement to engage in all

procedural elements at all selection activities, participation in attraction and selection consultations as required, and that they understand and adhere to policy and procedural requirements including confidentiality. Lastly, the Policy specifically states that failure or refusal to adhere to the terms of the policy may result in discipline up to and including dismissal.

Recommendation 5: The Regional Municipality of Niagara should ensure that all officials and employees with access to personal information understand their obligations under the Municipal Freedom of Information and Protection of Privacy Act.

Action Taken: Staff are undertaking work on two new policies that deal with access to personal information that is anticipated to be provided to Council for consideration in July. These new policies will provide additional direction to staff with respect to what they are required to do to remain in compliance with the legislation. Additionally, to ensure the understanding of these expectations, following approval of the policies, Clerk's Office staff will lead an education campaign to ensure all staff are aware of the policy changes and their individual obligations as defined therein. In addition, staff are considering the inclusion of the policies as part of the orientation/onboarding for all new staff.

Recommendation 6: The Regional Municipality of Niagara should adopt a policy clarifying that employees should not engage in any behaviour that provides an unfair advantage to a candidate during a hiring process, including assisting candidates by providing inside information such as interview questions and suggested answers.

Action Taken: The Employee and Staffing Policy was updated and renamed to Policy C-HR-010 Recruitment and Selection and was amended to include provisions related to favoritism and/or discrimination in any recruitment process. In addition, the policy includes that all persons involved in the recruitment and selection process shall keep confidential all related information, including a Confidentiality Acknowledgement or Commitment, where applicable, or as otherwise required by law. The policy is applicable to Members of Council, staff, external vendors and anyone else approved to be part of the recruitment process. The policy provides that no one shall engage in any behavior that provides an unfair advantage to a candidate during a recruitment process to assist any candidates by providing inside information, such as but not necessarily limited to, interview questions and suggested answers, presentation materials,

information about other candidates, or any information gathered in meetings, conversations, email or any other form of communication or discussion.

Recommendation 7: The Regional Municipality of Niagara should ensure that staff and officials act in accordance with the direction of council and committees of council.

Action Taken: Staff are committed to implementing best practices and providing educational opportunities that can be utilized to ensure that staff are aware of their role and the role of Council as well as the legal authority by which they are bound. Staff are considering the development of fact sheets and/or training tools on this topic that can be provided to all staff as part of orientation and shared on the Region's intranet. This will ensure that staff and officials act in accordance with the direction of council and committees. As a part of this, staff will reinforce policies in place that provide the framework to guide staff conduct, including the Code of Ethics policy, Accountability and Transparency and the Delegation of Powers and Duties.

Recommendation 8: The Regional Municipality of Niagara should ensure that staff in the Chair's office do not usurp or undermine the role of professional staff, especially when those roles have been set by council or a committee.

Action Taken: As this recommendation relates specifically to those staff in the Regional Chair's office, staff are committed to including standard language in future employment contracts that provide greater clarity and guidance regarding the role of the staff in the Chair's office, responsive to the Ombudsman recommendation in this regard.

Recommendation 9: The Regional Municipality of Niagara should adopt a policy setting out the process for hiring a Chief Administrative Officer, including the appropriate roles of staff and their accountability to council or a committee of council charged with the hiring.

Action Taken: Policy C-HR-026 Chief Administrative Officer Recruitment, Selection, Offer of Employment, and Performance Management, and the associated procedures, sets out the process for hiring a Chief Administrative Officer (CAO) and clearly outlines the roles of staff and their accountability to council or a committee of council charged with the hiring of a CAO. It further includes language providing for detailed, written updates to Regional Council throughout the CAO recruitment process.

Recommendation 10: The Regional Municipality of Niagara should ensure that all staff and officials receive training on the proper use of corporate email and retention of corporate documents.

Action Taken: Staff are currently working on options to provide education on the proper use of corporate email and retention of corporate documents for both new and current staff and are considering the inclusion of provisions regarding this in either new or existing policies/procedures. Training for new staff will be undertaken as part of the onboarding process. Staff are currently examining options to provide refresher training to current staff leveraging the Region's intranet.

Recommendation 11: The Regional Municipality of Niagara should adopt a by-law setting the parameters of the relationship between council and the CAO, including the role of council with respect to amending the CAO's contract and salary.

Action Taken: At its meeting held on February 20, 2020, Regional Council passed By-law 2020-09, being a by-law to provide for the roles and responsibilities of the Chief Administrative Officer. This by-law includes provisions related to the relationship between Council and the CAO and Council's role with respect to amending the CAO's contract and salary and specifically notes that any amendments to the terms and conditions of the employment of the CAO must receive Council approval.

Recommendation 12: Before making changes to a contract affecting its legal interests, the Regional Municipality of Niagara should require staff to consult legal and human resources staff to ensure the terms are lawful and consistent with the municipality's interests.

Action Taken: This recommendation has been addressed as part of Policy C-HR-026 Chief Administrative Officer Recruitment, Selection, Offer of Employment, and Performance Management, with respect to the CAO employment contract. Legal Services staff are currently in the process of reviewing the execution of documents by-law (that provides authority for staff to execute specified documents on behalf of the Region, subject to certain requirements) with proposed amendments to be brought forward to Council for approval in 2020 that will include proposed wording responsive to this recommendation.

13. The Regional Municipality of Niagara should adopt a policy governing the process for CAO performance appraisals.

Action Taken: This recommendation has been addressed in Procedure C-HR-026-002 to the policy respecting Chief Administrative Officer Recruitment, Selection, Offer of Employment, and Performance Management, which provides for an annual performance management process for the CAO. This process includes that Council provide feedback on the CAO's performance for a performance report to be prepared by the Regional Chair for consideration by Regional Council and approval of the performance rating.

14. The Regional Municipality of Niagara should ensure that it establishes comprehensive terms of reference when appointing a municipal ombudsman, including reference to requirements for: Scope of issues to be investigated; Evidence collection; Confidentiality, including of witnesses; and Preliminary reporting.

Action Taken: In order to ensure that any future appointments of a municipal ombudsman address the requirements noted by the Ombudsman, staff will begin researching best practices to implement a policy with standard terms of reference respecting the appointment of a municipal ombudsman. This policy is anticipated to be completed prior to year-end. The implementation of a policy will ensure that when a municipal ombudsman is hired there are specific requirements that must be considered including those identified by the Ombudsman.

Recommendation 15: Before appointing or retaining external investigators, the Regional Municipality of Niagara should obtain information about their skills, experience, and availability, so that council can make an informed decision about their qualifications for the position.

Action Taken: This recommendation of the Ombudsman should be addressed by the preparation and submission to Council of a staff report upon the receipt of direction from Council that an external investigator be retained, prior to the appointment of an investigator by Council. The need for a staff report in this regard may be directed by Council or identified by staff as necessary.

Alternatives Reviewed

As these recommendations were put forward by the Ontario Ombudsman there were no alternatives reviewed.

Relationship to Council Strategic Priorities

This report is based on the recommendations of the Ontario Ombudsman; however, the implementation of the policies and procedures noted aligns with Council's Strategic Priority of Sustainable and Engaging Government.

Other Pertinent Reports

CAO 17-2019	Recommendations from the Ontario Ombudsman Report "Inside Job"
HR 1-2020	Chief Administrative Officer (CAO) Recruitment, Selection, Offer of Employment and Performance Management Policy and Procedures
CLK 1-2020	Chief Administrative Officer Draft Roles and Responsibilities By-law
HR1-2020 REVISED	Chief Administrative Officer (CAO) Recruitment, Selection, Offer of Employment and Performance Management Policy and Procedures
CSC-C 4-2020	Update on Recommendations from Report CAO 17-2019 – Recommendations from the Ontario Ombudsman Report "Inside Job" November 2019
CL-C 4-2020	Chief Administrative Officer Roles and Responsibilities By-law
CL-C 5-2020	Report HR 01-2020 Revised - Amendments to Procedure - Chief Administrative Officer - Recruitment, Selection, and Offer of Employment
CAO 4-2020	Update on Outstanding Recommendations from the Ontario Ombudsman Report "Inside Job"

CLK 4-2020

Policy Update – Whistleblower Policy, Code of
Ethics/Conflict of Interest Policy and Recruitment and
Selection Policy

Prepared and Submitted by:

Ann-Marie Norio
Regional Clerk

Recommended by:

Ron Tripp, P. Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Donna Gibbs, Director, Legal and Court Services, and Franco Meffe, Director, Human Resources.

Appendices

None.

Subject: A Unified Message for All-of-Niagara Vigilance Against COVID-19

Report to: Board of Health (Regional Council)

Report date: Thursday, June 25, 2020

Recommendations

1. That Regional Council, as the Board of Health, **THANKS** the people of Niagara for their sacrifice and diligence in practicing personal conduct that has “flattened the curve” of COVID-19 and enabled Niagara to move into Stage 2 of the province’s *A Framework for Reopening Our Province*;
2. That Regional Council, as the Board of Health, **RESOLVES** that as restrictions on the economy and social interaction are lifted in Niagara, it is more important than ever that everyone practices behaviours that limit the spread of infection, namely:
 - 2.1. Keeping a physical distancing of 2 metres from others
 - 2.2. Washing or sanitizing hands frequently
 - 2.3. Wearing a face covering where it is not possible to maintain a 2 metre distance
 - 2.4. Being attentive to one’s health, and isolating oneself while seeking testing if one develops any symptoms of infection, however mild;
3. That Regional Council, as the Board of Health, **REQUESTS** all leaders and influencers in Niagara to speak in a unified voice about the importance of practicing the above behaviours;
4. That Regional Council, as the Board of Health, **ENCOURAGES** all residents and visitors to Niagara to practice the above behaviours; and
5. That Regional Council, as the Board of Health, **ENCOURAGES** all businesses and services in Niagara to implement all reasonable measures that enable their clients, employees, and visitors to practice the above behaviours.

Key Facts

- As Niagara has entered Stage 2 of the province's *Framework to Reopen Ontario*, there will be more interaction with people who partake of business and services that can reopen, and therefore greater risk that COVID-19 will again circulate more widely.
- Other countries such as South Korea, China, and several U.S. states have seen resurgences in COVID-19 as they reopened, particularly as their populations simultaneously reduced their vigilance to personal behaviours that can limit the spread of COVID-19.
- At Public Health & Social Services Committee on June 16, several members highlighted their concern with a resurgence of infection in Niagara, and the importance of people practicing behaviours such as wearing face coverings that limit the spread of COVID-19.
- Aligned and consistent messaging by all parties is needed to “break through” the plethora of information that surrounds us, and ensure everyone understands the importance of ongoing diligence in the face of COVID-19 to prevent future surges of illness.

Financial Considerations

There are no financial implications to this report.

Analysis

Niagara has achieved great success in reducing the spread of COVID-19. During the peak period of the outbreak, Niagara saw 150 cases over the course of a week (April 11–17). In the most recent week (June 13–19), Niagara had only 13 new cases.

This success is attributable to multiple factors:

1. Restrictions on the US border and measures to reduce travel that have stopped the importation of infections into Niagara from abroad

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2. Restrictions on business and social life, reducing interactions amongst persons and therefore reducing the ability of infection to spread
 3. Intensive follow-up of cases and contact tracing by Public Health to break chains of transmission
 4. Efforts by essential businesses to limit the spread of infection by measures such as controlling the number of clients in their premises, frequent disinfection, one-way flows of traffic to discourage interaction, barriers between workers and clients at check-outs, increased on-line and curbside shopping.
 5. Efforts by the people of Niagara to practice behaviours that have limited the spread of infection such as staying home as much as possible, keeping 2 metre distance from persons outside of the household, washing and sanitizing hands frequently, wearing face coverings when a 2-metre distance can't be kept, and staying isolated and getting tested when feeling ill.

These measures have also incurred significant cost and sacrifice in terms of personal freedom and mental wellness, lost income, pressures on child care, risk of illness incurred by essential workers continuing to serve the people of Niagara, and economic survival of businesses amongst many others. The social and economic costs of these has been significant.

As Niagara entered Stage 2 of the Province's [A Framework for Reopening our Province](https://www.ontario.ca/page/framework-reopening-our-province-stage-2) (https://www.ontario.ca/page/framework-reopening-our-province-stage-2) on June 19, 2020, one of the five success factors listed earlier is being scaled back: restrictions on business and social life. This will lessen the most painful of the social and economic costs being experienced, but at the cost of lessening the measures in place to slow the spread of COVID-19. In order to maintain low case counts of COVID-19 in Niagara, efforts towards the remaining four success factors need to continue if not be redoubled.

At greatest risk of not continuing are the voluntary measures taken by businesses and the people of Niagara. There is understandably going to be fatigue to maintaining these measures, and continuing these practices with the same intensity will be difficult.

The experience of other countries such as China, South Korea, and the United States shows that as vigilance to such measures drops with reopening of businesses and services, COVID-19 is resurgent:

...a resurgence of infections in the Seoul region where half of South Korea's 51 million people live is threatening the country's success story and prompting health authorities to warn that action must be taken now to stop a second wave.

...since the easing of distancing, there has been a clear erosion in citizen vigilance, which, along with the highly effective contact tracing, has been credited for allowing the country to weather the epidemic without lockdowns.

While the Health Ministry and KCDC have repeatedly urged residents in the capital area to refrain from unnecessary gatherings and other public activity, data provided by cellphone carriers, credit-card companies and mass-transport operators over the past weekend indicated that people were just as active as before.¹

It is imperative that Niagara not mirror this experience and once again experience the same costs to citizens and business of restrictions on the economy and social life.

In terms of personal conduct that can limit the spread of COVID-19, the Public Health Agency of Canada advises that ²

The best thing you can do to prevent spreading COVID-19 is to wash your hands frequently with warm water and soap for at least 20 seconds. If none is available, use hand sanitizer containing at least 60% alcohol.

The Agency further highlights physical distancing, particularly staying home if one is ill, as measures that are important to stop the spread of infection. Where physical distancing is not possible, wearing a face covering is a secondary measure to mitigate the risk of not keeping physical distance:

- maintain a 2-metre physical distance from others

¹ "Resurgence of coronavirus infections in Seoul prompts warning from South Korean health authorities". *Globe & Mail*. June 11, 2020. <https://www.theglobeandmail.com/world/article-resurgence-of-coronavirus-infections-in-seoul-prompts-warning-from/> (Accessed June 12, 2020)

² "Non-medical masks and face coverings: About". Public Health Agency of Canada. June 9, 2020. <https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection/prevention-risks/about-non-medical-masks-face-coverings.html> (Accessed June 19, 2020)

- when physical distancing cannot be maintained, consider wearing a non-medical mask or homemade face covering

It should be emphasized that wearing a face covering remains a second-line preventive measures, when the preferred measures of physical distancing is not possible. Physical distancing has stronger and consistent evidence to support it. The evidence for face coverings is much weaker and conflicting, even though over the course of the pandemic, the research has begun to lean more favourably to the benefits of wearing face coverings.

A recent systematic review and meta-analysis published in *The Lancet* on June 1, 2020 examined the scientific evidence for these two measures. This kind of research study is considered one of the highest forms of scientific evidence as it combines the findings of the best research available to determine the overall impact. This study concluded with “moderate certainty” that physical distancing reduces the spread of COVID-19. It also concluded that face masks “could result” in reducing risk of infection, but only with “low certainty”.³

Ontario’s scientific agency for public health, Public Health Ontario, published a summary and synthesis of research on face coverings on June 4, 2020. This summary highlights the many studies showing face coverings as ineffective or harmful, as well as more recent studies no showing some benefit to face coverings. Overall, it concludes⁴

- The majority of studies have not demonstrated benefit in cluster randomized controlled trials evaluating the effect of members of the general public wearing masks in non-healthcare settings to prevent the acquisition of viral respiratory infections.

³ DK Chu, EA Aki, S Duda, K Solo, S Yaacoub, HJ Schünemann. “Physical distancing, face masks, and eye protection to prevent person-to-person transmission of SARS-CoV-2 and COVID-19: a systematic review and meta-analysis”. *The Lancet*. June 1, 2020. DOI:[https://doi.org/10.1016/S0140-6736\(20\)31142-9](https://doi.org/10.1016/S0140-6736(20)31142-9)

⁴ Ontario Agency for Health Protection and Promotion (Public Health Ontario). 2019-nCoV – What We Know So Far About...Wearing Masks in Public. Toronto, ON: Queen’s Printer for Ontario; 2020.

- If masks are not used appropriately, and not combined with meticulous hand hygiene, there is a theoretical risk of increased infection risk through self-contamination.
- Recommending indiscriminate public wearing of medical masks may result in additional critical shortages of masks needed to protect front-line healthcare workers, and any potential benefits of mask wearing are likely less impactful than physical distancing and hand hygiene.

Balancing this potential benefit with uncertain scientific evidence, the Public Health Agency of Canada recommend face coverings be used, but in a limited fashion: as a mitigation measures when physical distancing is not possible, but not universally.

In addition to these personal behaviours that can limit the spread of COVID-19, one other element of personal contact can support another success factor: getting tested for COVID-19 which enables case management and contact tracing efforts by local public health. Continuing the message the importance of anyone with mild symptoms getting tested will ensure cases of COVID-19 are not missed, and stopping chains of transmission can be maximised.

Through the diligence of citizens and businesses practicing an enabling these behaviours (physical distancing, hand washing/sanitizing, wearing face coverings where distancing is not possible, isolating and getting tested when one has symptoms of illness), Niagara will stand the best chance of successfully reopening the economy and resuming social life, with only limited impact on COVID-19 spread. An All-of-Niagara effort by opinion leaders and influencers to promote these behaviours is recommended to realize this potential.

Alternatives Reviewed

Not speaking in a unified voice across Niagara will lessen the ability of the message to reach and influence residents, employers, and visitors.

Relationship to Council Strategic Priorities

Ensuring diligence around voluntary measures to limit the spread of COVID-19 will prevent illness and potentially death in Niagara. As well, it will maximize the opportunity to reopen businesses safely. This directly supports two of Council's Strategic Priorities:

- Supporting Businesses and Economic Growth
- Healthy and Vibrant Community

Other Pertinent Reports

None

Prepared & Recommended by:

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

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

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 Ip a motion to be brought forward for consideration at the June 25, 2020 Council meeting respecting declaration of public health issues.

WHEREAS racism, homophobia, transphobia, discrimination, and stigma are associated with poorer physical, mental, and emotional health and greater mortality, making racism an important public health issue; and

WHEREAS Public Health has a role in promoting the health of the entire population by working with others to ensure fair opportunities for health and well-being; and

WHEREAS Niagara Region and its Board of Health is guided by Objective 2 in Niagara Region's Strategic Plan to foster a high quality of life through safe, healthy, and inclusive neighbourhoods and delivery of quality, affordable, and accessible human services; and

WHEREAS members of the Black, Indigenous, 2SLGBTQQIA, and many other communities experience physical, social, mental, and emotional harms due to racism, homophobia, transphobia, and other discrimination and stigma present across sectors, including health, education, employment, housing, child care and child welfare, policing and law enforcement, and the criminal justice system; and

WHEREAS the Region of Niagara has become a member of the Coalition of Inclusive Municipalities and committed to appropriately resourcing the work of the Coalition;

NOW THEREFORE BE IT RESOLVED:

1. That Regional Council **ACKNOWLEDGE** that racism, homophobia, transphobia, and all forms of discrimination or oppression are public health issues;
2. That Niagara Region **COMMIT** to using an equity, diversity, and inclusion lens in all future decision-making; and
3. That Niagara Region **RECONFIRM** its efforts through the Coalition of Inclusive Municipalities to promote social inclusion, human rights, and diversity, as well as eradicating all forms of racism and discrimination that continue to persist in Niagara.

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO ACCEPT, ASSUME AND DEDICATE PART OF
LOT 13, PLAN M94, IN THE TOWNSHIP OF WEST LINCOLN
AS PART OF REGIONAL ROAD NO. 14 (STATION STREET)

WHEREAS it is in the interest of Council for The Regional Municipality of Niagara to accept a road widening from R.V.L. Contracting Inc.;

WHEREAS it is deemed expedient to accept, assume and dedicate the lands hereinafter described as part of the public highway being Regional Road No. 14 (Station Street).

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

1. That the following land be and the same is hereby accepted, assumed and dedicated as public highway forming part of the said Regional Road No. 14 (Station Street):

Part Lot 13, Plan M94, Township of West Lincoln, Regional Municipality of Niagara designated as Part 8 on Reference Plan 30R-15523.

2. 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: < >




**ILLUSTRATION SHOWING APPROXIMATE LOCATION OF ROAD WIDENING
ALONG REGIONAL ROAD 14 (STATION STREET) AT SPRING CREEK ROAD, TOWNSHIP OF WEST LINCOLN**

LEGEND:

CAUTION:

 - DENOTES TERANET MAPPING

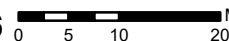
- This is not a Plan of Survey

 - DENOTES SUBJECT PROPERTY

Niagara Region

DISCLAIMER
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The Region of Niagara makes no representations or warranties whatsoever, either expressed or implied,
as to the accuracy, completeness, reliability, and currency or otherwise of the information shown on this map.
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SCALE = 1:750

496  Metres

**Transportation Services
Surveys & Property Information
IR-20-083 Date: 2020-03-24**

BY-LAW NO. <>

A BY-LAW TO ACCEPT, ASSUME AND DEDICATE PART OF
LOT 25 ADJOINING CROSS CONCESSION, TOWN OF FORT ERIE
AS PART OF REGIONAL ROAD NO. 25 (NETHERBY ROAD)

WHEREAS it is in the interest of Council for The Regional Municipality of Niagara to accept a road widening from 1502632 Ontario Inc. as to the Firstly described parcel;

WHEREAS it is in the interest of Council for The Regional Municipality of Niagara to accept a road widening from The Roman Catholic Episcopal Corporation for the Diocese of St. Catharines, in Canada as to the Secondly described parcel;

WHEREAS it is deemed expedient to accept, assume and dedicate the lands hereinafter described as part of the public highway being Regional Road No. 25 (Netherby Road).

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

1. That the following land be and the same is hereby accepted, assumed and dedicated as public highway forming part of the said Regional Road No. 25 (Netherby Road):

Firstly:

Part Lot 25, Adjoining Cross Concession, Geographic Township of Willoughby, now Town of Fort Erie, Regional Municipality of Niagara designated as Part 1 on Reference Plan 59R-16612.

Secondly:

Part Lot 25, Adjoining Cross Concession, Geographic Township of Willoughby, now Town of Fort Erie, Regional Municipality of Niagara designated as Parts 2 and 3 on Reference Plan 59R-16612.

2. 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:

Firstly: 1502632 Ontario Inc.
Secondly: Roman Catholic Episcopal Corporation

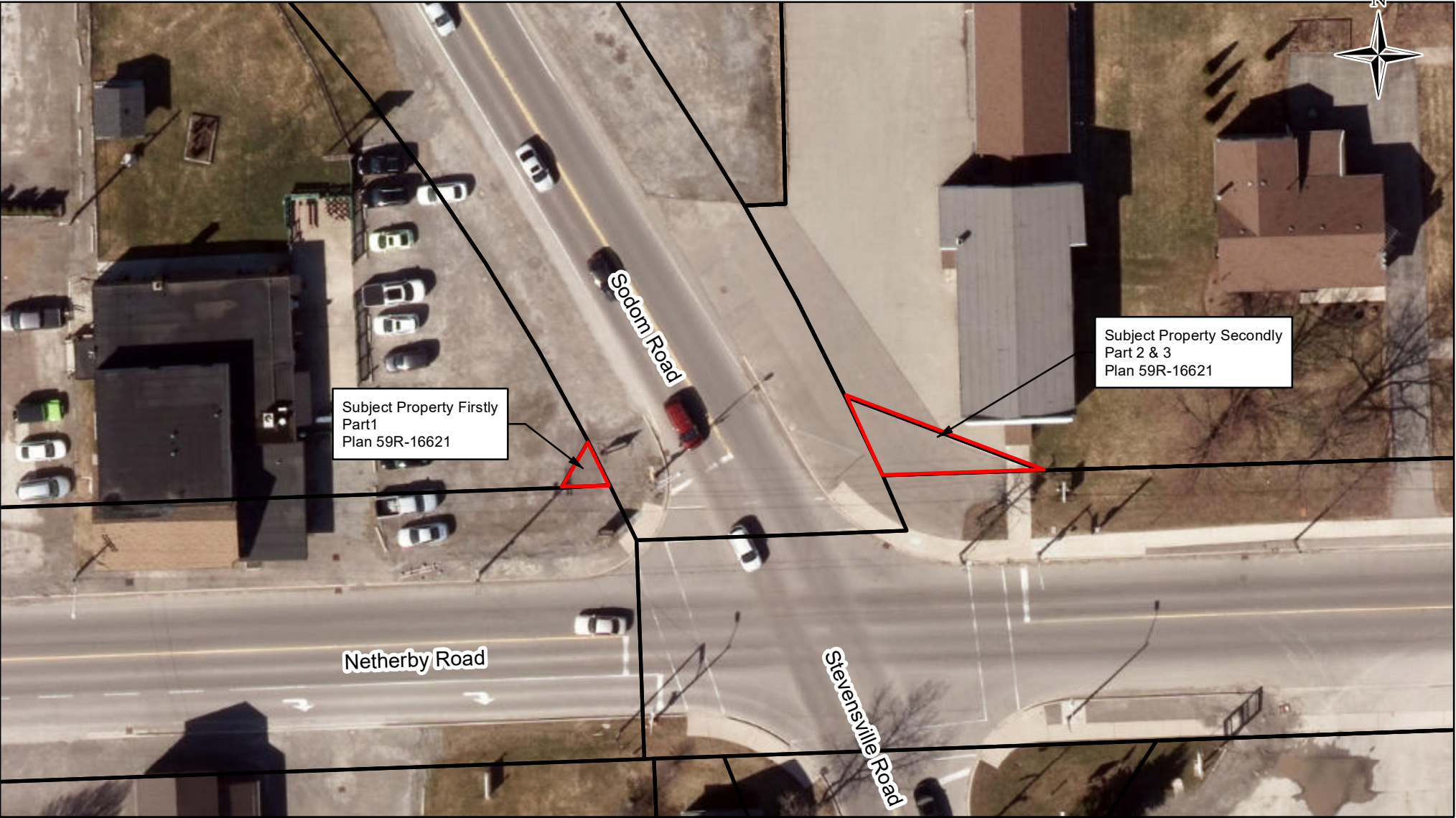
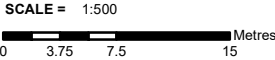


ILLUSTRATION SHOWING APPROXIMATE LOCATION OF ROAD WIDENING
ALONG REGIONAL ROAD 25 (NETHERBY ROAD)
AT REGIONAL ROAD 116 (SODOM ROAD / STEVENSVILLE ROAD)
TOWN OF FORT ERIE

- LEGEND:
- DENOTES TERANET MAPPING
 - DENOTES SUBJECT PROPERTY
 - CAUTION:**
- This is not a Plan of Survey

DISCLAIMER
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The Region of Niagara makes no representations or warranties whatsoever, either expressed or implied,
as to the accuracy, completeness, reliability, and currency or otherwise of the information shown on this map.
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THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO ACCEPT, ASSUME AND DEDICATE PART OF
LOT 29 and GORE CONCESSION 7, CITY OF WELLAND
AS PART OF REGIONAL ROAD NO. 33 (HUMBERSTONE ROAD)

WHEREAS it is in the interest of Council for The Regional Municipality of Niagara to accept a road widening from 1776433 Ontario Ltd.;

WHEREAS it is deemed expedient to accept, assume and dedicate the lands hereinafter described as part of the public highway being Regional Road No. 33 (Humberstone Road).

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

1. That the following land be and the same is hereby accepted, assumed and dedicated as public highway forming part of the said Regional Road No. 33 (Humberstone Road):

Part Lot 29 and Gore Concession 7, Geographic Township of Crowland, now City of Welland, Regional Municipality of Niagara designated as Part 1 on Reference Plan 59R-16578.

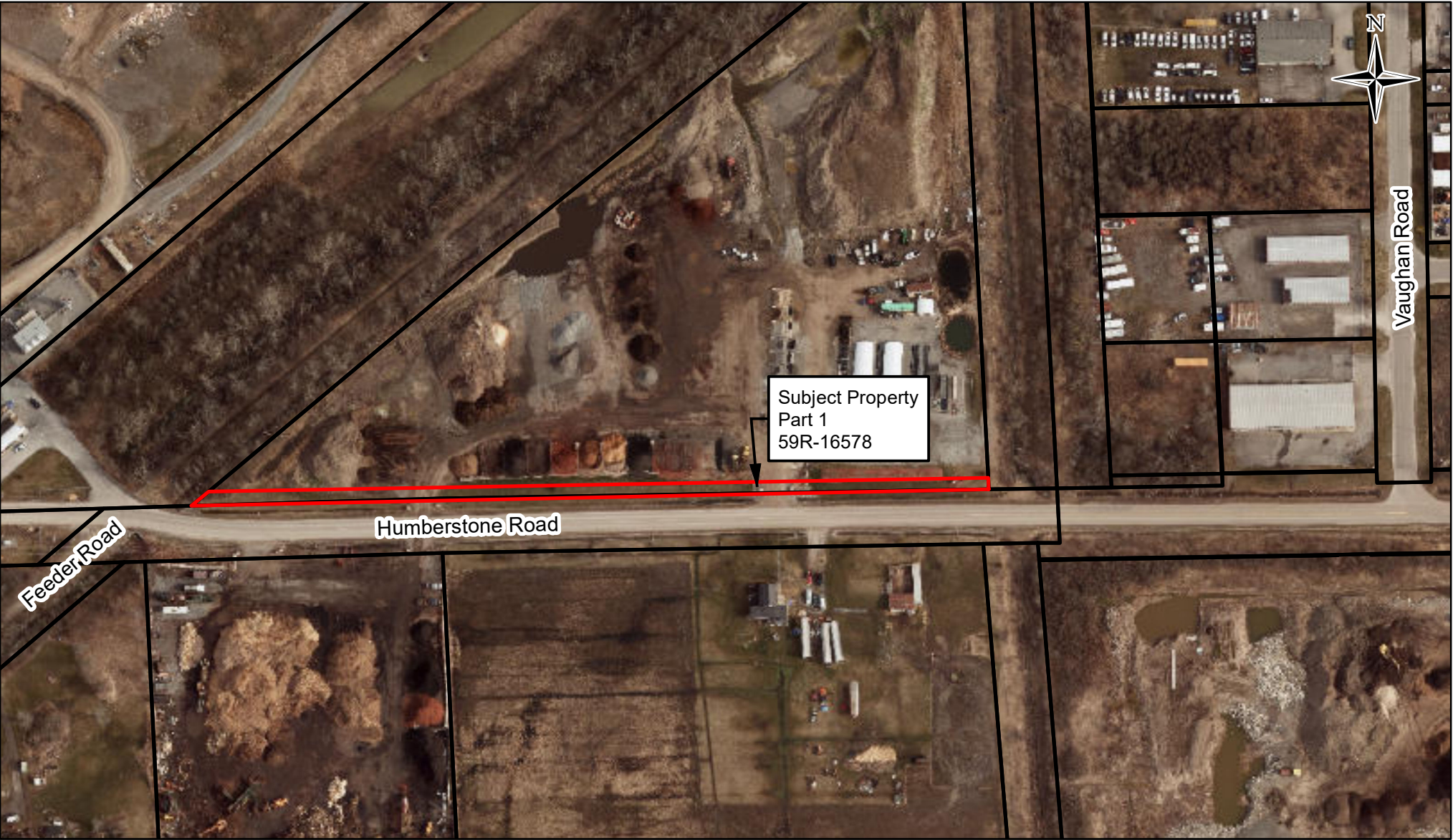
2. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

James Bradley, Regional Chair

Ann-Marie Norio, Regional Clerk


Passed: < >



**ILLUSTRATION SHOWING APPROXIMATE LOCATION OF ROAD WIDENING
ALONG REGIONAL ROAD 33 (HUMBERSONE ROAD)
CITY OF WELLAND**

LEGEND:

 - DENOTES TERANET MAPPING

 - DENOTES SUBJECT PROPERTY

CAUTION:

- This is not a Plan of Survey

DISCLAIMER
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THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO ACCEPT, ASSUME AND DEDICATE PART OF
LOT 1, RANGE 4, PLAN 284 IN THE CITY OF NIAGARA FALLS
AS PART OF REGIONAL ROAD NO. 43 (BRIDGE STREET)

WHEREAS it is in the interest of Council for The Regional Municipality of Niagara to accept a road widening from Mario Ciccarelli.;

WHEREAS it is deemed expedient to accept, assume and dedicate the lands hereinafter described as part of the public highway being Regional Road No. 43 (Bridge Street).

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

1. That the following land be and the same is hereby accepted, assumed and dedicated as public highway forming part of the said Regional Road No. 43 (Bridge Street):

Part Lot 1, Range 4 S/S Chestnut Street, Plan 284, City of Niagara Falls, Regional Municipality of Niagara designated as Part 1 on Reference Plan 59R-16609.

2. 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: < >

Ciccarelli



ILLUSTRATION SHOWING APPROXIMATE LOCATION OF ROAD WIDENING
ALONG REGIONAL ROAD 43 (BRIDGE STREET) AT THIRD AVENUE
CITY OF NIAGARA FALLS

LEGEND:

CAUTION:

- This is not a Plan of Survey

- DENOTES TERANET MAPPING

- DENOTES SUBJECT PROPERTY

DISCLAIMER

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503

SCALE = 1:500

0 3.75 7.5 15 Metres

Niagara Region

Internal Use Only

Transportation Services
Surveys & Property Information
IR-20-131 Date: 2020-06-08

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO ACCEPT, ASSUME AND DEDICATE PART OF
LOT 18-19, CY PLAN 29, IN THE CITY OF ST. CATHARINES
AS PART OF REGIONAL ROAD NO. 48 (NIAGARA STREET)

WHEREAS it is in the interest of Council for The Regional Municipality of Niagara to accept a road widening from Elysha Mullings;

WHEREAS it is deemed expedient to accept, assume and dedicate the lands hereinafter described as part of the public highway being Regional Road No. 48 (Niagara Street).

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

1. That the following land be and the same is hereby accepted, assumed and dedicated as public highway forming part of the said Regional Road No. 48 (Niagara Street):

Part Lot 18-19, CY Plan 29, in the former Township of Grantham, now City of St. Catharines, Regional Municipality of Niagara designated as Parts 2 and 3 on Reference Plan 30R-15537, S/T and T/W as in RO705459.

2. 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: < >



ILLUSTRATION SHOWING APPROXIMATE LOCATION OF ROAD WIDENING
ALONG REGIONAL ROAD 48 (NIAGARA STREET)
CITY OF ST.CATHARINES

LEGEND:

 - DENOTES TERANET MAPPING

 - DENOTES SUBJECT PROPERTY

CAUTION:

- This is not a Plan of Survey

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THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO ACCEPT, ASSUME AND DEDICATE
PART OF BLOCK L, PLAN M12, IN THE CITY OF THOROLD
AS PART OF REGIONAL ROAD NO. 71 (ST. DAVID'S ROAD)

WHEREAS it is in the interest of Council for The Regional Municipality of Niagara to accept a road widening from The Corporation of the City of Thorold;

WHEREAS it is deemed expedient to accept, assume and dedicate the lands hereinafter described as part of the public highway being Regional Road No. 71 (St. David's Road).

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

1. That the following land be and the same is hereby accepted, assumed and dedicated as public highway forming part of the said Regional Road No. 71 (St. David's Road):

Part Block L, Plan M12, City of Thorold, Regional Municipality of Niagara designated as Part 3 on Reference Plan 59R16599, being part of the 1 foot reserve.

2. 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: < >


CORPORATION OF THE CITY OF THOROLD



ILLUSTRATION SHOWING APPROXIMATE LOCATION OF ROAD WIDENING
ALONG REGIONAL ROAD 71 (ST. DAVIDS ROAD)
CITY OF THOROLD

LEGEND:

 - DENOTES TERANET MAPPING

 - DENOTES SUBJECT PROPERTY

CAUTION:

- This is not a Plan of Survey

DISCLAIMER
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THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO ACCEPT, ASSUME AND DEDICATE
BLOCKS 125 AND 126, PLAN 30M451, IN THE TOWN OF LINCOLN
AS PART OF REGIONAL ROAD NO. 18 (MOUNTAIN STREET)

WHEREAS it is in the interest of Council for The Regional Municipality of Niagara to accept a road widening from 2410002 Ontario Inc.;

WHEREAS it is deemed expedient to accept, assume and dedicate the lands hereinafter described as part of the public highway being Regional Road No. 18 (Mountain Street).

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

1. That the following land be and the same is hereby accepted, assumed and dedicated as public highway forming part of the said Regional Road No. 18 (Mountain Street):

Block 125 and Block 126, Plan 30M451, Town of Lincoln, Regional
Municipality of Niagara

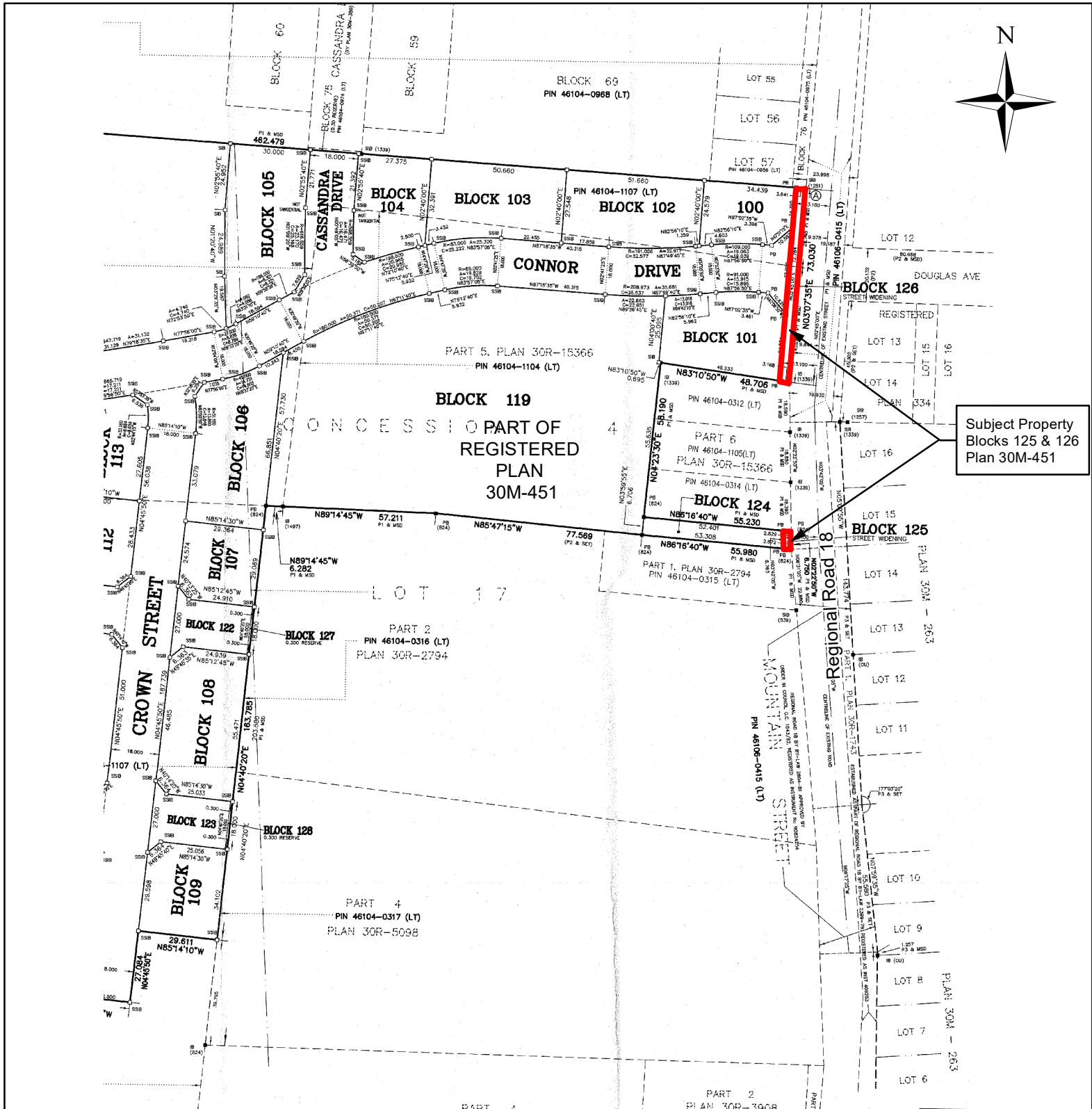
2. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

James Bradley, Regional Chair

Ann-Marie Norio, Regional Clerk

Passed: < >



Subject Property
Blocks 125 & 126
Plan 30M-451

**ILLUSTRATION SHOWING APPROXIMATE LOCATION OF ROAD WIDENING
ALONG REGIONAL ROAD 18 (MOUNTAIN STREET)
TOWN OF LINCOLN**

LEGEND:

- DENOTES PART OF REGISTERED PLAN 30M-451

- DENOTES SUBJECT PROPERTY

CAUTION:

- This is not a Plan of Survey



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SCALE = 1:1,000
509 Metres

**Transportation Services
Surveys & Property Information
IR-19-354 Date: 2020-06-15**

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO AMEND BY-LAW NO. 2019-100,
BEING A BY-LAW TO ESTABLISH FEES AND CHARGES
FOR THE SERVICES AND ACTIVITIES PROVIDED BY
THE REGIONAL MUNICIPALITY OF NIAGARA AND FOR
THE USE OF ITS PROPERTY

WHEREAS section 11 of the *Municipal Act, 2001*, S.O. 2001, c.25, provides that a municipality may pass by-laws respecting services and things that the municipality is authorized to provide;

WHEREAS section 391 of the *Municipal Act, 2001*, S.O. 2001, c.25, provides that a municipality may impose fees or charges on persons: for services or activities provided or done by or on behalf of it; for costs payable by it for services or activities provided or done by or on behalf of any other municipality or any local board; and for the use of its property including property under its control;

WHEREAS By-law No. 2019-100 was passed by Regional Council on December 12, 2019, being a by-law to establish fees and charges for services and activities provided by The Regional Municipality of Niagara and for the use of its property and to repeal By-law No. 2019-28; and

WHEREAS The Regional Municipality of Niagara is proceeding with an on-demand transit pilot service and Appendix '1' to By-law 2019-100 requires the addition of a section to include "Intra-municipal transit" fees.

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

1. That Appendix '1' of By-law No. 2019-100 be amended to include the following Intra-municipal Transit fees:

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
Intra-Municipal Transit:						
Adults Cash Fare	each	-	3.00	-	3.00	Exempt
Seniors (65+) Cash Fare	each	-	3.00	-	3.00	Exempt
Elementary (6+) / High School Students Cash Fare	each	-	3.00	-	3.00	Exempt
Child (0-5) Cash Fare	each	-	No Charge	-	No Charge	Exempt
Adults 10-ride Card	each	-	27.00	-	27.00	Exempt
Seniors (65+) 10-ride Card	each	-	22.50	-	22.50	Exempt
Elementary (6+) / High School Students 10-ride Card	each	-	22.50	-	22.50	Exempt
Adults Monthly Pass	each	-	85.00	-	85.00	Exempt
Seniors (65+) Monthly Pass	each	-	65.00	-	65.00	Exempt
Elementary (6+) / High School Students Monthly Pass	each	-	65.00	-	65.00	Exempt

2. That this by-law shall come into force and effect on July 1, 2020.

THE REGIONAL MUNICIPALITY OF NIAGARA

James Bradley, Regional Chair

Ann-Marie Norio, Regional Clerk

Passed: <date>

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NUMBER < >

A BY-LAW TO AUTHORIZE THE SUBMISSION OF AN APPLICATION TO ONTARIO INFRASTRUCTURE AND LANDS CORPORATION ("OILC") FOR FINANCING CERTAIN CAPITAL WORK(S) OF THE CORPORATION OF THE CITY OF PORT COLBORNE; AND TO AUTHORIZE LONG-TERM BORROWING FOR SUCH CAPITAL WORK(S) THROUGH THE ISSUE OF DEBENTURES BY THE REGIONAL MUNICIPALITY OF NIAGARA (THE "UPPER TIER MUNICIPALITY") TO OILC

WHEREAS the *Municipal Act, 2001* (Ontario), as amended, (the "**Act**") provides that a municipal power shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS the Council of The Corporation of the City of Port Colborne (the "**Lower-tier Municipality**"), a lower-tier municipality that forms part of The Regional Municipality of Niagara (the "**Upper-tier Municipality**") for its purposes has requested the Upper-tier Municipality to authorize the issue of debenture for the certain capital work(s) described in column (2) of Schedule "A" (the "**Capital Work(s)**") attached hereto and forming part of this By-law (**Schedule "A"**) in the amount of the respective estimated expenditure set out in column (3) of Schedule "A", subject in each case to approval by OILC of the financing for such Capital Work(s) requested by the Lower-tier Municipality in the Application as hereinafter defined;

AND WHEREAS before the Council of the Lower-tier Municipality approved the Capital Work(s) in accordance with section 4 of Ontario Regulation 403/02 (the "**Regulation**"), the Council of the Lower-tier Municipality had its Treasurer calculate an updated limit in respect of its most recent annual debt and financial obligation limit received from the Ministry of Municipal Affairs and Housing (as so updated, the "**Updated Lower-tier Limit**"), and, on the basis of the authorized estimated expenditure for the Capital Work or for each Capital Work, as the case may be, as set out in column (3) of Schedule "A" (the "**Authorized Expenditure**" for any such Capital Work) the Treasurer calculated the estimated annual amount payable in respect of the Capital Work or each Capital Work, as the case may be, (collectively the "**Estimated Annual Amount Payable**"), and determined that the Estimated Annual Amount payable did not cause the Lower-tier Municipality to exceed the Updated Lower-tier Limit, and accordingly the approval of the

Local Planning Appeal Tribunal pursuant to the Regulation was not required before any such Capital Work was authorized by the Council of the Lower-tier Municipality;

AND WHEREAS subsection 405(1) of the Act provides, amongst other things, that a municipality may authorize temporary borrowing to meet expenditures made in connection with a work to be financed in whole or in part by the issue of debentures if, the municipality is a lower-tier municipality in a regional municipality and it has approved the work and the upper-tier municipality has approved the issue of debentures for the work;

AND WHEREAS subsection 401(1) of the Act provides that a municipality may incur a debt for municipal purposes, whether by borrowing money or in any other way, and may issue debentures and prescribed financial instruments and enter prescribed financial agreements for or in relation to the debt;

AND WHEREAS subsection 401(3) of the Act provides that a lower-tier municipality in a regional municipality does not have the power to issue debentures;

AND WHEREAS subsection 403(1) of the Act provides that a by-law of an upper-tier municipality authorizing the issuing of debentures for the purposes or joint purposes of one or more of its lower-tier municipalities may require those lower-tier municipalities to make payments in each year to the upper-tier municipality in the amounts and on the dates specified in the by-law;

AND WHEREAS the Act also provides that a municipality shall authorize long-term borrowing by the issue of debentures or through another municipality under section 403 or 404 of the Act and subsection 403(7) of the Act provides that all debentures issued under a by-law passed by an upper-tier municipality under section 403 are direct, joint and several obligations of the upper-tier municipality and its lower-tier municipalities;

AND WHEREAS OILC has invited Ontario municipalities desirous of obtaining temporary and long-term debt financing in order to meet capital expenditures incurred on or after the year that is five years prior to the year of an application in connection with eligible capital work(s) to make application to OILC for such financing by completing and submitting an application in the form provided by OILC;

AND WHEREAS the Lower-tier Municipality requested the Upper-tier Municipality to issue debentures for the Capital Work(s) and in this connection the Upper-tier Municipality and the Lower-tier Municipality completed and submitted or is in the process of submitting an application to OILC, as the case may be (the **“Application”**) to request financing for the Capital Work(s) by way of long-term borrowing pursuant to section 403 of the Act through

the issue of debentures to OILC by the Upper-tier Municipality and by way of temporary borrowing by the Lower-tier Municipality from OILC pending the issue of such debentures;

AND WHEREAS OILC has accepted and has approved or will notify the Upper-tier Municipality only if it accepts and approves the Application, as the case may be;

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

1. The Council of the Upper-tier Municipality hereby approves the issue of debentures for the Capital Work(s) in the maximum aggregate principal amount of \$5,000,000.00 and the Council of the Upper-tier Municipality hereby confirms, ratifies and approves the execution by the Regional Treasurer of the Application and the submission by such authorized official of the Application by the Upper-tier Municipality, duly executed by such authorized official, to OILC for the financing of the Capital Work(s) through the issue of debentures in such maximum aggregate principal amount substantially in the form of Schedule “B” hereto and forming part of this By-law, with such changes thereon as such authorized official may hereafter approve, such execution and delivery to be conclusive evidence of such approval.
2. The Regional Chair and the Regional Treasurer are hereby authorized to negotiate and enter into, execute and deliver for and on behalf of the Upper-tier Municipality a financing agreement (a “**Financing Agreement**”) with OILC that provides for long-term borrowing from OILC under the authority of this By-law in respect of the Capital Work(s) on such terms and conditions as such authorized officials may approve, such execution and delivery to be conclusive evidence of such approval.
3. Subject to the terms and conditions of the Financing Agreement and such other terms and conditions as OILC may otherwise require, the Regional Chair and the Regional Treasurer are hereby authorized to long-term borrow for the Capital Work(s) and to issue debentures to OILC on the terms and conditions provided in the Financing Agreement and on such other terms and conditions as such authorized officials may agree (the “**Debentures**”); provided that the principal amount of the Debentures issued in respect of the Capital Work or of each Capital Work, as the case may be, does not exceed the Authorized Expenditure for such Capital Work and does not exceed the related loan amount set out in column (4) of Schedule “A” in respect of such Capital Work.
4. In accordance with the provisions of section 25 of the *Ontario Infrastructure and Lands Corporation Act, 2011*, as amended from time to time hereafter, the Upper-tier Municipality is hereby authorized to agree in writing with OILC that the Minister

of Finance is entitled, without notice to the Upper-tier Municipality, to deduct from money appropriated by the Legislative Assembly of Ontario for payment to the Upper-tier Municipality, amounts not exceeding the amounts that the Upper-tier Municipality fails to pay to OILC on account of any unpaid indebtedness of the Upper-tier Municipality to OILC under any Debentures (the “**Obligations**”) and to pay such amounts to OILC from the Consolidated Revenue Fund.

5. For the purposes of meeting the Obligations the Upper-tier Municipality shall, in accordance with the Act, provide for raising in each year as part of the general upper-tier levy, the amounts of principal and interest payable in each year under any Debenture outstanding pursuant to the Financing Agreement, to the extent that the amounts have not been provided for by any other available source including other taxes or fees or charges imposed on persons or property by a by-law of any municipality.
6.
 - (a) The Regional Chair and the Regional Treasurer are hereby authorized to enter into, execute and deliver the Financing Agreement and to issue the Debentures, one or more of the Regional Clerk and the Regional Treasurer are hereby authorized to generally do all things and to execute all other documents and papers in the name of the Upper-tier Municipality in order to perform the Obligations of the Upper-tier Municipality under the Financing Agreement and to issue the Debentures, and the Regional Treasurer is authorized to affix the Upper-tier Municipality’s municipal seal to any such documents and papers.
 - (b) The money realized in respect of the Debentures, including any premium, and any earnings derived from the investment of that money, after providing for the expenses related to their issue, if any, shall be delivered to the Lower-tier Municipality on the basis that the Lower-tier Municipality will apportion and apply such money to the respective Capital Work and to no other purpose except as permitted by the Act.

7. This By-law takes effect on the day of passing.

THE REGIONAL MUNICIPALITY OF NIAGARA

James Bradley, Regional Chair


Ann-Marie Norio, Regional Clerk

Passed: < >

Schedule "A"

(1)	(2)	(3)	(4)
<u>Capital Work Number</u>	<u>Description of Capital Work</u>	<u>Estimated Expenditure</u>	<u>Loan Amount</u>
1	Nickel Area Storm Sewers	\$5,000,000.00	\$5,000,000.00

Schedule "B"

 **Infrastructure Ontario**

Webloans Loan Application PDF

FA Number

Application for

Projects

ID	SIT Project ID	Project Name	Construction/Purchase Start	Construction/Purchase End	Project Cost	OILC Loan Amount
1151	1	Nickel Area Storm Sewer Costs Overrun	05/01/2017	06/30/2020	\$5,000,000.00	5,000,000.00

Details of Project Nickel Area Storm Sewer Costs Overrun

Project Category

Work Type

Other Description

Project Name

Construction/Purchase Start

Construction/Purchase End

Energy Conservation ☐

Project Address 1

Project Address 2

City / Town

Province

Postal Code

Description

Comments and/or Special Requests

Schedule "B"

Project Life Span (Years)	<input type="text" value="50"/>		
Project Financial Information			
Project Cost (A)	<input type="text" value="\$5,000,000.00"/>		
<u>Other Project Funding / Financing (B):</u>			
Other Project Funding/Financing Total (B)	<input type="text" value="\$0.00"/>		
OILC Loan Amount (A-B)	<input type="text" value="\$5,000,000.00"/>		
Only include long-term borrowing in this section. If you anticipate that you will require short-term financing during the construction phase of the project, the information will be gathered as part of the Financing Agreement.			
Required Date	Amount	Term	Type
<input type="text" value="06/30/2020"/>	<input type="text" value="\$5,000,000.00"/>	<input type="text" value="30"/>	<input type="text" value="Amortizing"/>
Long-term Borrowing Total	<input type="text" value="\$5,000,000.00"/>		
Debt and Re-payments Summary			
Has there been any new/undisclosed debt acquired since last FIR was submitted?		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Please describe any re-financing plans for any existing "interest only" debt, if applicable.		<input type="text"/>	
Non Re-payments of Loans or Debenture			
In the last 10 years, has the borrower ever failed to make a loan payment or debenture repayment on time to any lender, including the Provincial Government?			
If yes, please provide details.		<input type="text"/>	
OILC Loan Repayment Information			
Please indicate the source(s) of revenue you plan to use to repay the OILC Loan			
Taxation	<input type="text" value="0.00"/>		
User Fees	<input type="text" value="0.00"/>		
Service Charges	<input type="text" value="100.00"/>		
Development Charges	<input type="text" value="0.00"/>		
Connection Fees	<input type="text" value="0.00"/>		
Repayment Subsidies	<input type="text" value="0.00"/>		
Other	<input type="text"/>		

Schedule "B"

Total 100.00%

Documentation and Acknowledgements

Please ensure all required documents are submitted with the signed application. OILC requires originals as noted below to be mailed or couriered. Also, please retain a copy of all documents submitted to OILC for your records.

To obtain templates for documents see listed below.

- Loan Application Signature Page signed and dated by the appropriate individual (original to be submitted)
- Certificate and sealed copy of OILC template By-law authorizing project borrowing and applying for a loan (original with seal)
- Certificate of Treasurer Regarding Litigation using the OILC template (original, signed & sealed)
- Updated Certified Annual Repayment Limit Calculation (original)

☒ I acknowledge and agree that all of the above referenced documents must be submitted in the form required by OILC and understand that the application will not be processed until such documents have been fully completed and received by Infrastructure Ontario.

Please note: OILC retains the right to request and review any additional information or documents at its discretion.

Confidential Information

OILC is an institution to which the Freedom of Information and Protection of Privacy Act (Ontario) applies. Information and supporting documents submitted by the Borrower to process the loan application will be kept secure and confidential, subject to any applicable laws or rules of a court or tribunal having jurisdiction.

Infrastructure Ontario

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THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. < >

A BY-LAW TO ADOPT, RATIFY AND CONFIRM THE ACTIONS OF
REGIONAL COUNCIL AT ITS MEETING
HELD JUNE 25, 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 June 25, 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: < >