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## **MEMORANDUM**

**CAO 11-2019**

**Subject: Update to Councils – Public Opinion Research related to Provincial Governance Review**

**Date: Thursday, August 1, 2019**

**To: Committee of the Whole**

**From: Ron Tripp, P.Eng., Acting Chief Administrative Officer**

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The following is intended to provide an update on the work of the CAO Working Group with respect to the Niagara Regional Council direction contained in COTW-C 02-2019.

Since the May 31 update noting the retention of Environics Research and the approach to the region-wide survey, Environics Research has completed the statistically relevant telephone survey of Niagara residents related to governance and the governance review of Niagara Region. The survey was conducted between May 30 and June 17 and collected insights across all 12 Niagara municipalities.

A detailed report of the survey findings are provided in the attached report submitted by Environics Research.

In moving forward with the next phase of Regional Council's direction, the CAO Working Group has retained StrategyCorp to apply the survey results in the development of an advocacy strategy. An initial assessment of the results indicates positive support for many elements the Region and local area municipalities have to offer as well as opportunities for improvement.

As StrategyCorp proceeds to deliver more in-depth analysis, advocacy support, and strategic direction on the Governance Review, the CAO Working Group will provide councils with updates on their progress.

The CAO Working Group was formed to carry out council's direction for public polling of Niagara residents, and to develop a government relations strategy and response as more details on the Provincial Governance Review are announced. The Working Group consists of all the Chief Administrative Officers from Niagara's 12 local area municipalities and Niagara Region. Financial and administrative support for the Working Group is provided by Niagara Region.

Respectfully submitted and signed by

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Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

Appendix 1 Environics Research –  
Regional Governance Review Survey Detailed Report, Region of Niagara, July 15, 2019

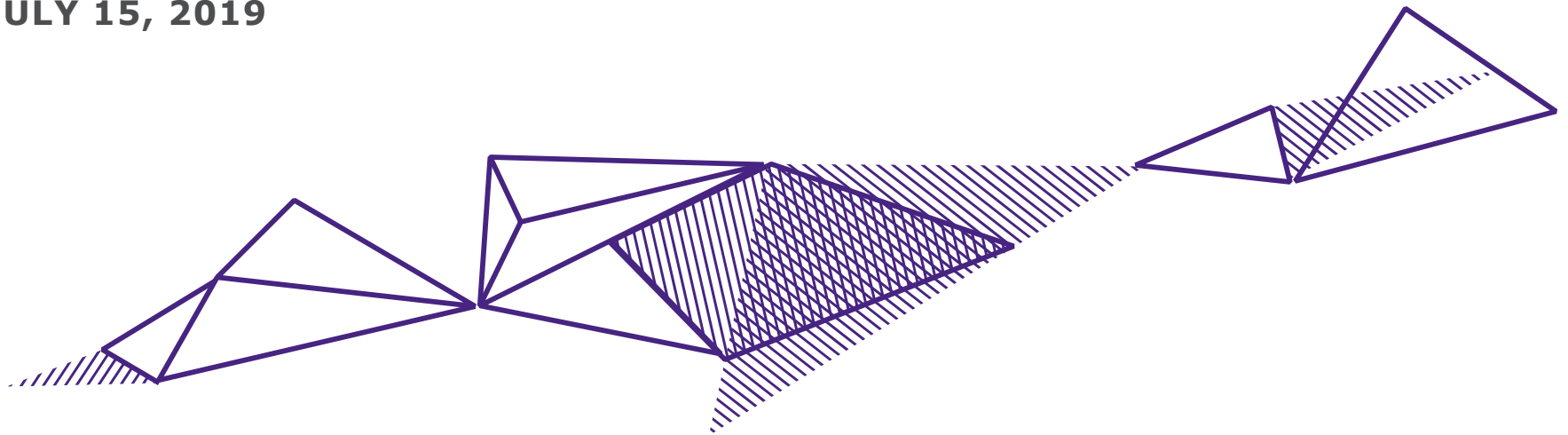
Appendix 2 COTW-C 02-2019

Appendix 3 CAO 2-2019

# **Regional Governance Review Survey Detailed Report**

**REGION OF NIAGARA**

**JULY 15, 2019**



# TABLE OF CONTENTS

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Section	Slide
Executive Summary	3
Research Overview and Methodology	4
Perceptions of Current Governance	9
Preference for Different Models of Governance	23
Key Takeaways	37
Respondent characteristics	38

# EXECUTIVE SUMMARY

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## **Positive perceptions of the current structure of governance.**

Overall, Niagara region residents have positive perceptions of current governance.

- The majority say they receive good value for tax dollars at both the lower-tier (76%) and Regional levels (67%).
- Most (50%) of those who have reached out to their municipal government say they have rarely or never encountered confusion over the division of responsibilities between their local municipal government and regional government. Only a quarter (27%) have sometimes or often encountered confusion.
- The majority (76%) feel well-served by the current two-tier structure of municipal government.

The majority (57%) feel that the current structure of elected officials is effective at representing their interests when making decisions for Niagara Region. At the same time, Niagara Region residents are evenly split between preferring separate councillors elected at the lower-tier and regional level (44%) versus one set of councillors elected for both (46%).

Of all 12 lower-tier municipalities, Wainfleet residents tend to have consistently less positive perceptions of the current governance structure.

# EXECUTIVE SUMMARY

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## **Mixed opinions of the outcome of larger government.**

Niagara region residents hold mixed opinions regarding the impact on service delivery of amalgamating their local municipality into a larger government. Specifically, around half (48%) anticipate it would result in a decline in service, while four-in-ten (42%) say it would result in improvements.

When asked about the importance of different aspects of governance, efficient delivery of services and ease of access to service are most often identified as important (74% and 71% respectively).

# EXECUTIVE SUMMARY

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## Opinions lean toward the current governance structure as best delivering on areas of responsibility.

Niagara residents were asked to select between three distinct governance models (current structure, partial amalgamation or total amalgamation) which they believe can best deliver on eight different areas of municipal government responsibility. A resident's preference for a model was determined by that resident selecting the model for a majority of the eight areas of responsibility tested:

- Only one-in-five residents prefer either amalgamation structure (20% and 19% respectively) in a majority of instances. Half (50%) and close to half (45%) never opt for partial or total amalgamation respectively for any area of responsibility.
- Two-in-five (38%) residents prefer the current structure in a majority of instances. A third (33%) of residents never opted for the current structure for any area of responsibility.

Preference for the current structure is more common among those saying they are well served by it (57%) and those believing they receive very good value for municipal (55%) and regional tax dollars (52%). Conversely, preference for total amalgamation is more common among those saying the current structure of elected officials is ineffective (27%) and those believing they receive poor value for municipal (29%) and regional tax dollars (26%).



# Research Overview & Methodology

# RESEARCH OVERVIEW AND METHODOLOGY

**Overview.** Niagara Region, in partnership with its 12 lower-tier municipalities, commissioned Environics Research to conduct a representative survey of residents across the Region. The research objectives included understanding attitudes towards municipal and regional governance, representation, and the potential of amalgamation.

**Methodology.** A telephone survey was fielded among a random sample of Niagara Region residents. This report is based on **832** interviews. The average interview length was 13 minutes.

The survey data are weighted by age and gender according to 2016 Census data. Quotas based on census subdivisions ensured geographical representation.

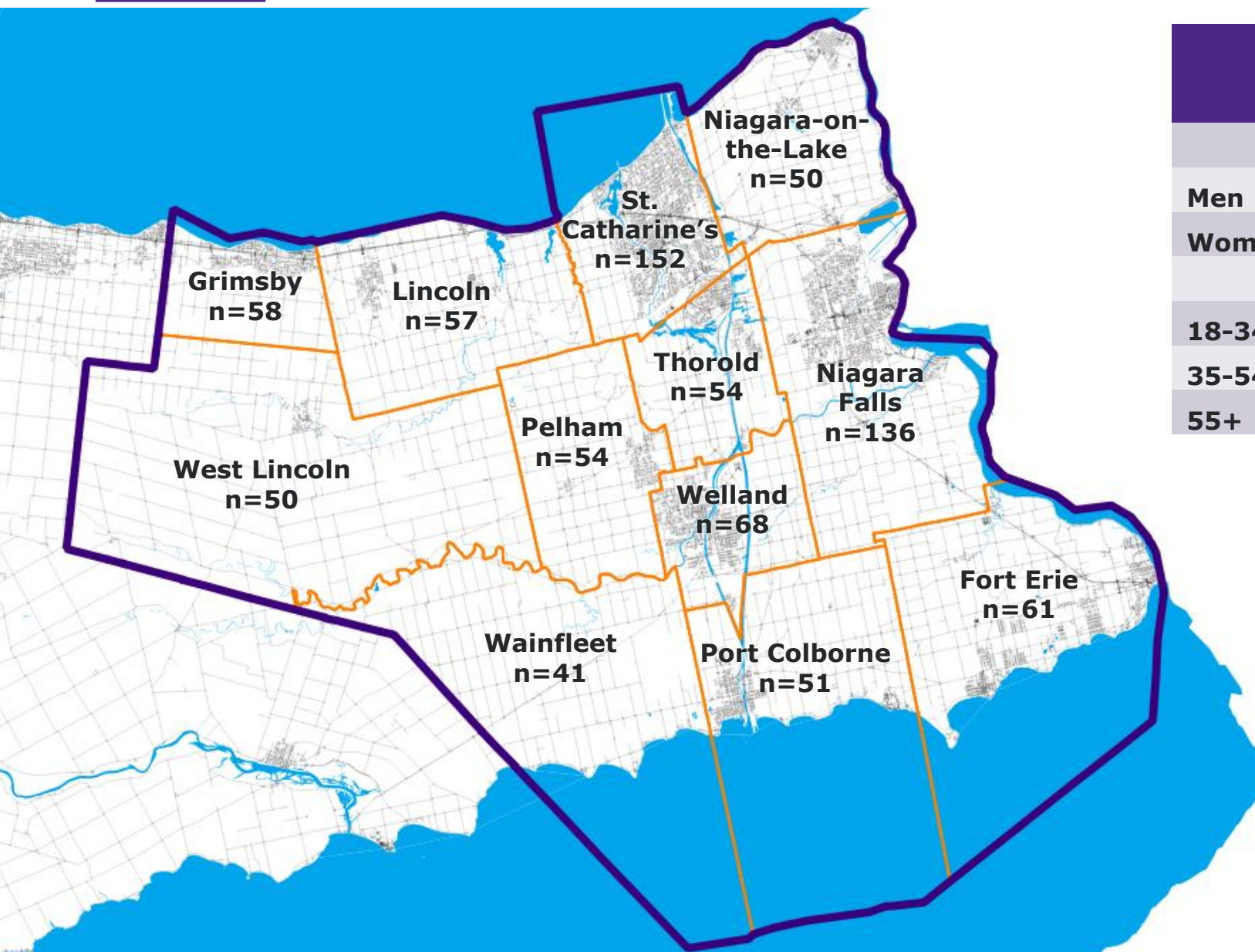
- A sample of 832 produces results that are statistically reliable to within **±3.4** percentage points, 19 times out of 20 (that is, at a 95% confidence interval). The margin of error is larger for smaller sub-segments of the total sample.

**Field dates.** May 30 to June 17, 2019.

## Notes:

- In this report, results are expressed as percentages unless otherwise noted.
- Results may not add to 100% due to rounding or multiple responses.

# SURVEY REPRESENTATION ACROSS NIAGARA



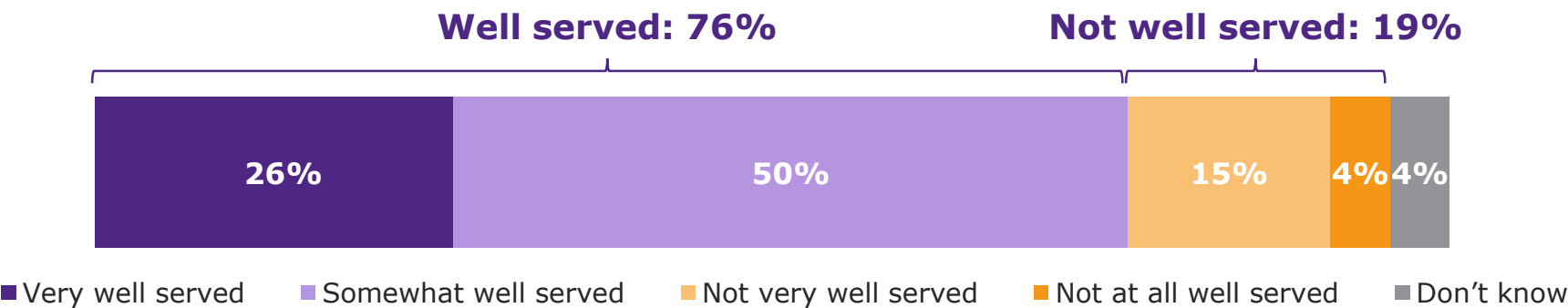
	Actual sample (unweighted)	2016 Census (weighted)
<b>Gender</b>		
<b>Men</b>	45%	48%
<b>Women</b>	55%	52%
<b>Age</b>		
<b>18-34</b>	12%	24%
<b>35-54</b>	22%	31%
<b>55+</b>	66%	45%



# **Survey Findings:** **Perceptions of Current Governance**

# DELIVERY OF TWO-TIER GOVERNMENT

Three-quarters of Niagara Region residents feel well-served by the current two-tier structure of municipal government. Holding the opinion of being well served declines with age.



## MOST LIKELY TO SAY:

### Well Served

- **18 to 34 years old** (86%)
- **Believe receive *good* value for lower-tier municipal tax dollars** (86%)
- **Believe receive *good* value for regional tax dollars** (89%)
- **Say current structure is *effective* at representing interests** (91%)

### Not Well Served

- **55 years and older** (26%)
- **Say receive *poor* value for lower-tier municipal tax dollars** (51%)
- **Say receive *poor* value for regional tax dollars** (48%)
- **Say current structure is *ineffective* at representing interests** (42%)

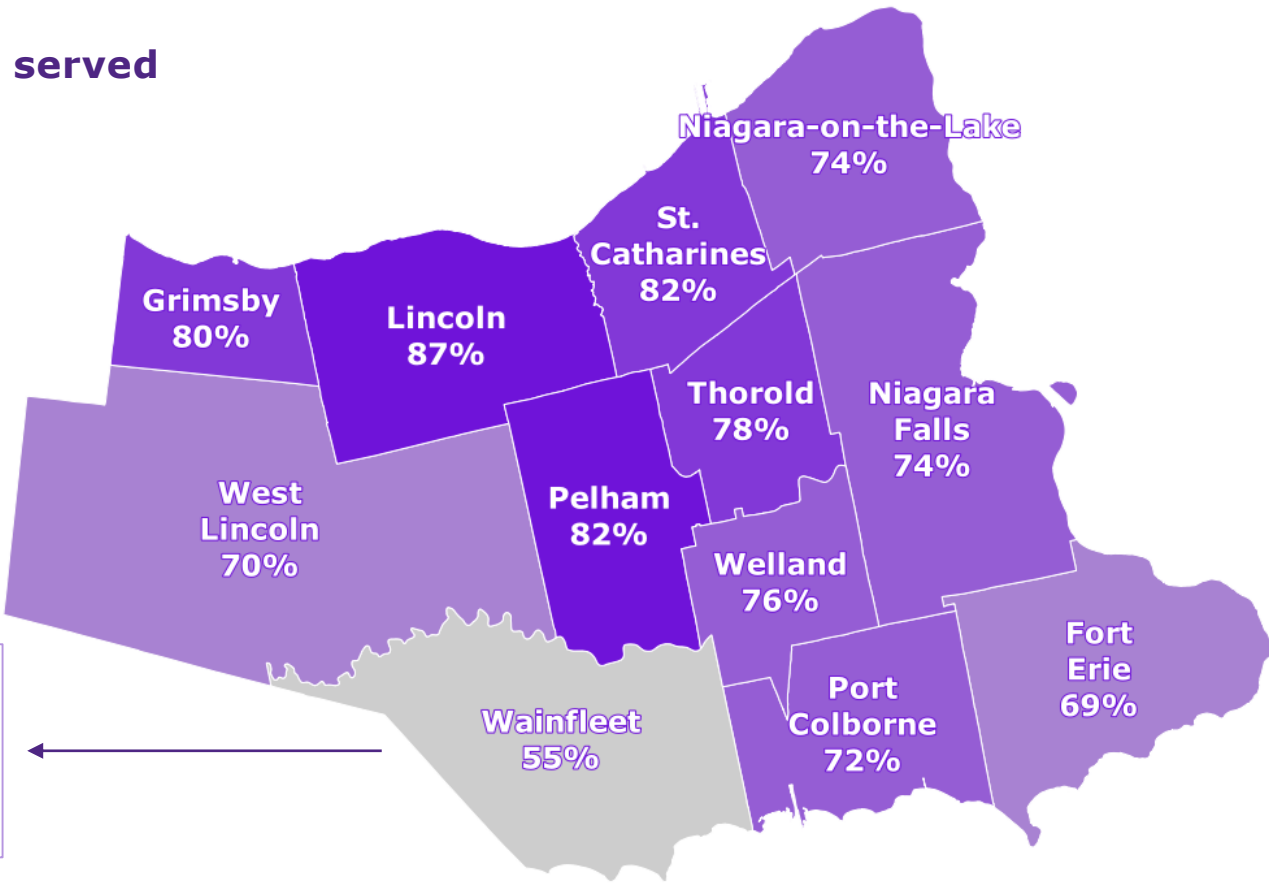
Q1. As you may know, <Municipality> residents are served by two levels of municipal government: <Municipality>, providing local services such as fire services, parks and recreation and community centres, and Niagara Region, which provides services across a broader geography such as emergency medical services, policing, public health, seniors services, and waste management. How well do you feel <Municipality> residents are being served by this current two-tier structure of municipal government?

Base: all respondents (n=832)

# WELL SERVED BY TWO-TIER GOVERNMENT

Residents of Wainfleet are least likely to say that they are well-served by the current structure, while those in Lincoln are most likely.

% *Very/somewhat well served*



Compared to most other lower-tier municipalities, significantly fewer Wainfleet residents say they are *very/somewhat well served* by the current two-tier structure.

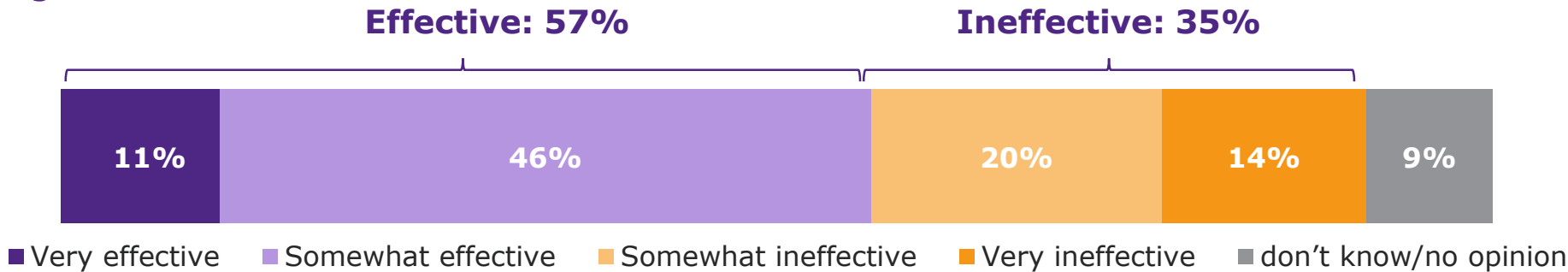


Q1. As you may know, <Municipality> residents are served by two levels of municipal government: <Municipality>, providing local services such as fire services, parks and recreation and community centres, and Niagara Region, which provides services across a broader geography such as emergency medical services, policing, public health, seniors services, and waste management. How well do you feel <Municipality> residents are being served by this current two-tier structure of municipal government?

Base: all respondents (n=832)

# EFFECTIVENESS OF GOVERNANCE STRUCTURE

A majority of residents feel that the current structure of elected officials is effective at representing their interests when making decisions for Niagara Region.



## MOST LIKELY TO SAY:

### Effective

- **18 to 34 years old** (70%)
- **Believe receive *good* value for lower-tier municipal tax dollars** (65%)
- **Believe receive *good* value for regional tax dollars** (70%)
- **Prefer *separate sets of councillors*** (68%)

### Ineffective

- **35 to 54 years old (42%) & 55 years and older (35%)**
- **Believe receive *poor* value for lower-tier municipal tax dollars** (64%)
- **Believe receive *poor* value for regional tax dollars** (65%)
- **Prefer *one set of councillors*** (45%)

Q2. Niagara Region is made up of five cities, five towns and two townships, each of which have elected local councils governing them. Each community also elects Regional councillors, who along with the elected mayor, make decisions for Niagara Region. The number of regional councillors elected depends on the size of the community. <Municipality> has <number of regional councillors>.

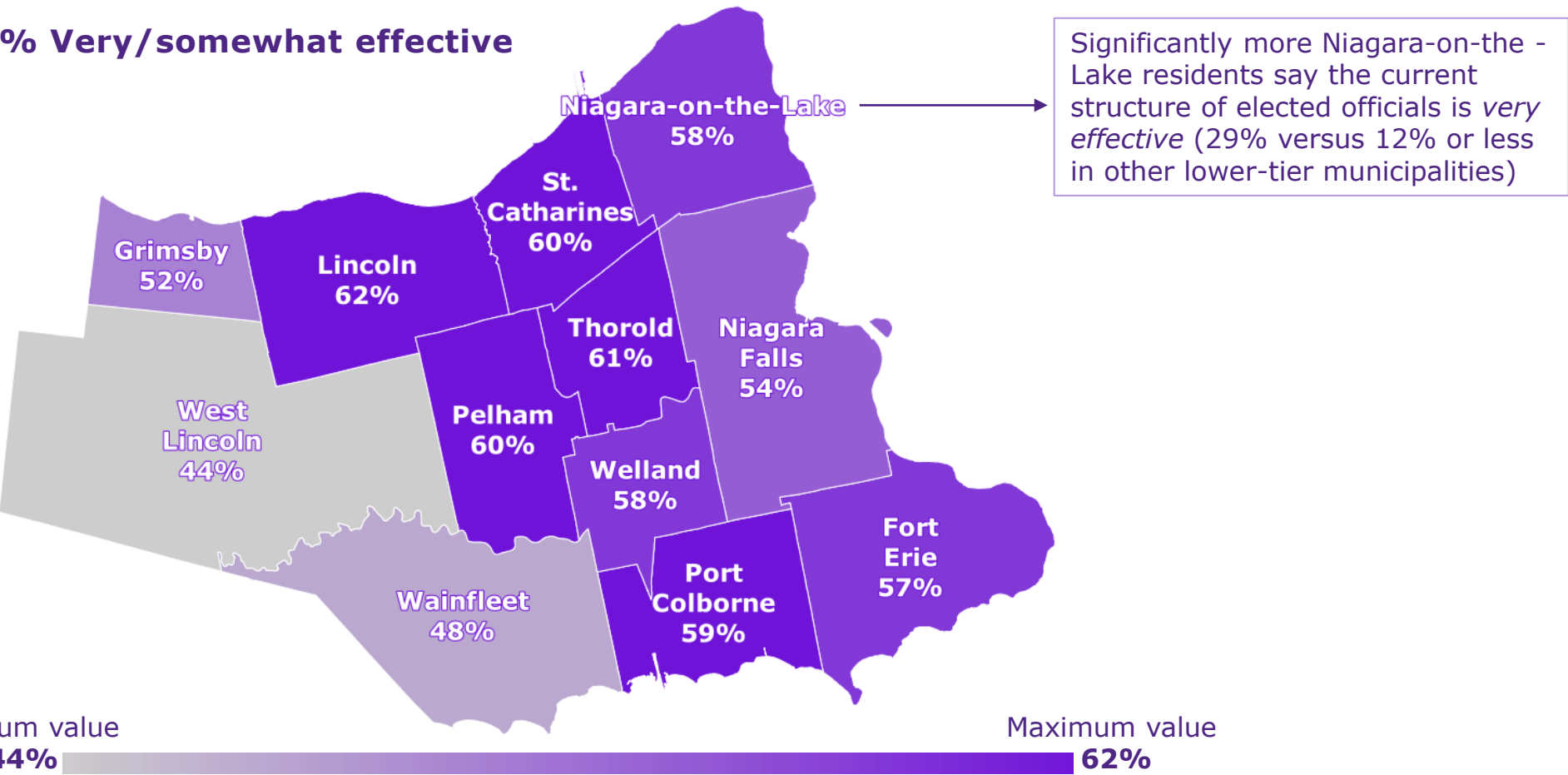
Setting aside your political views, how effective or ineffective do you feel this structure of elected officials is at representing your interests when they are making decisions for Niagara Region?

Base: all respondents (n=832)

# EFFECTIVE GOVERNANCE STRUCTURE

Residents of West Lincoln and Wainfleet are the least likely to say the current structure is effective at representing their interest. The majority of residents in other municipalities feel it is effective.

% **Very/somewhat effective**

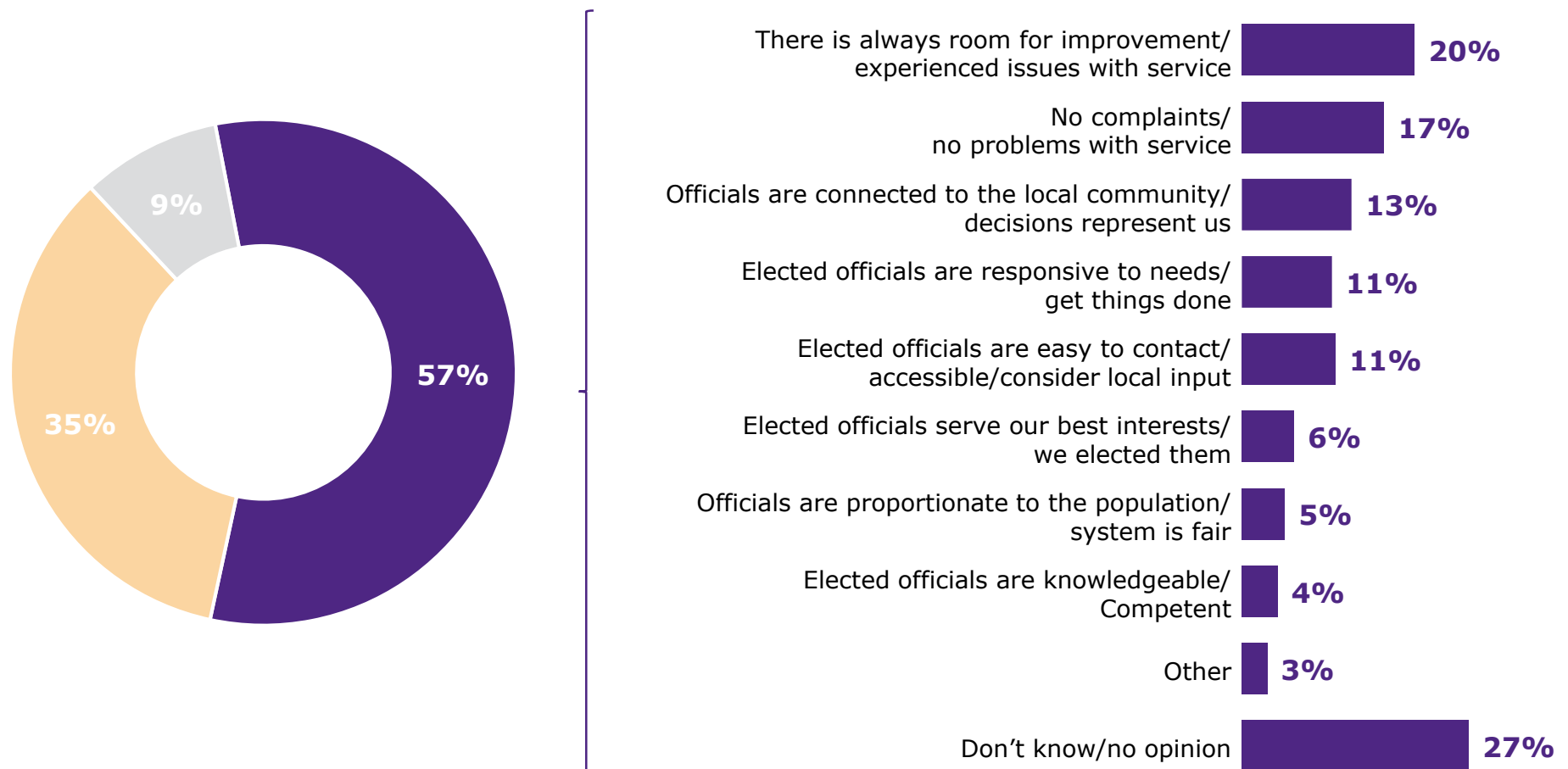


Q2. Setting aside your political views, how effective or ineffective do you feel this structure of elected officials is at representing your interests when they are making decisions for Niagara Region?

Base: all respondents (n=832)

# REASONS FOR EFFECTIVENESS

Residents who consider the current structure effective say that there is always room for improvement, that they have no complaints, or that officials are connected to and represent the local community.

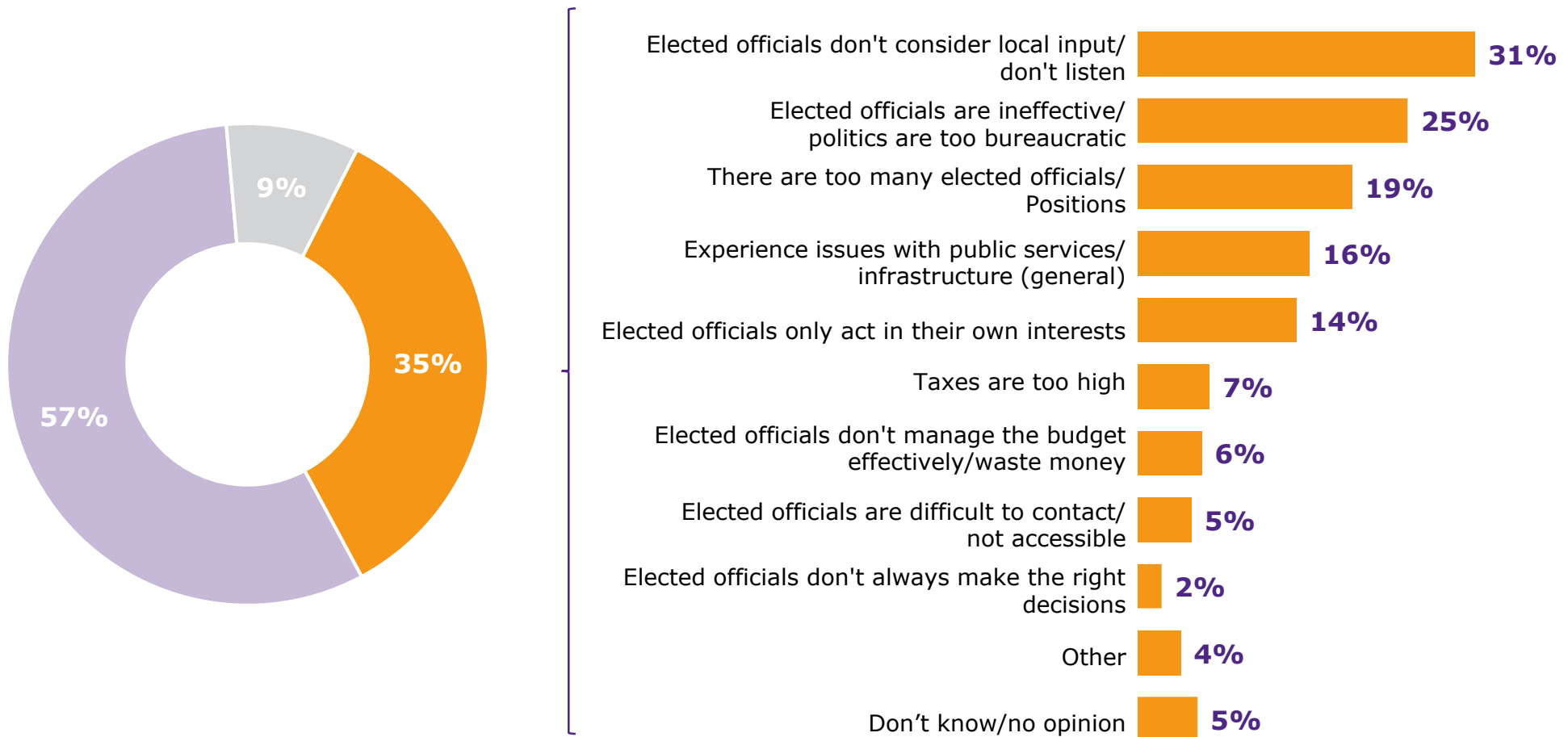


Q3A. Why do you say the structure of elected officials is effective at representing your interests when they are making decisions for Niagara Region?

Base: current structure is effective (n=466)

# REASONS FOR INEFFECTIVENESS

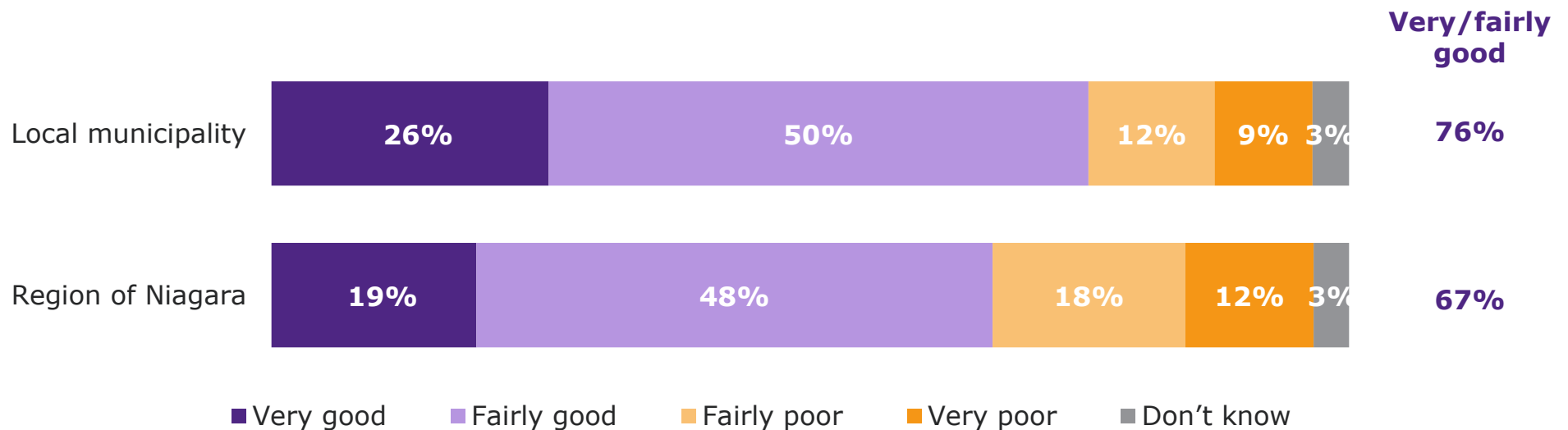
Residents who consider the current structure ineffective say the elected officials don't consider local input, or that the elected officials are ineffective.



Q3B. Why do you say the structure of elected officials is effective at representing your interests when they are making decisions for Niagara Region? *Base: current structure is ineffective (n=295)*

# VALUE FOR TAX DOLLARS

Three-quarters of residents say they receive good value for their tax dollars from their local municipality, while two-thirds say the same of Niagara Region.



Q4. Thinking about all the programs and services you receive from <municipality>, would you say that, overall, you receive very good, fairly good, fairly poor or very poor value for your tax dollars?

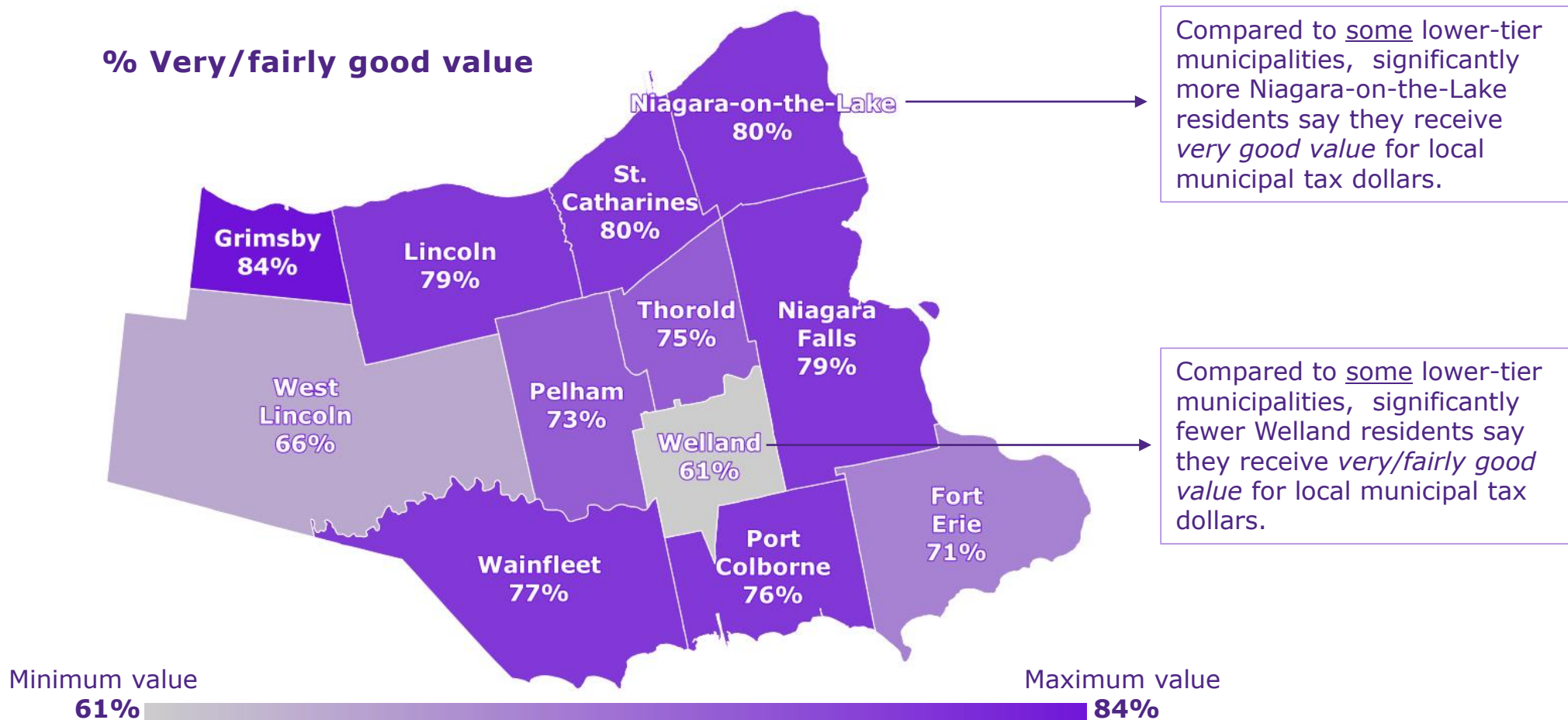
Q5. And thinking about all the programs and services you receive from the Region of Niagara, would you say that, overall, you receive very good, fairly good, fairly poor or very poor value for your tax dollars?

Base: all respondents (n=832)

# GOOD VALUE FOR LOCAL MUNICIPAL TAX DOLLARS

Residents of Grimsby are the most likely to say they receive good value for lower-tier municipal tax dollars, while Welland residents are the least likely to say so.

## % Very/fairly good value



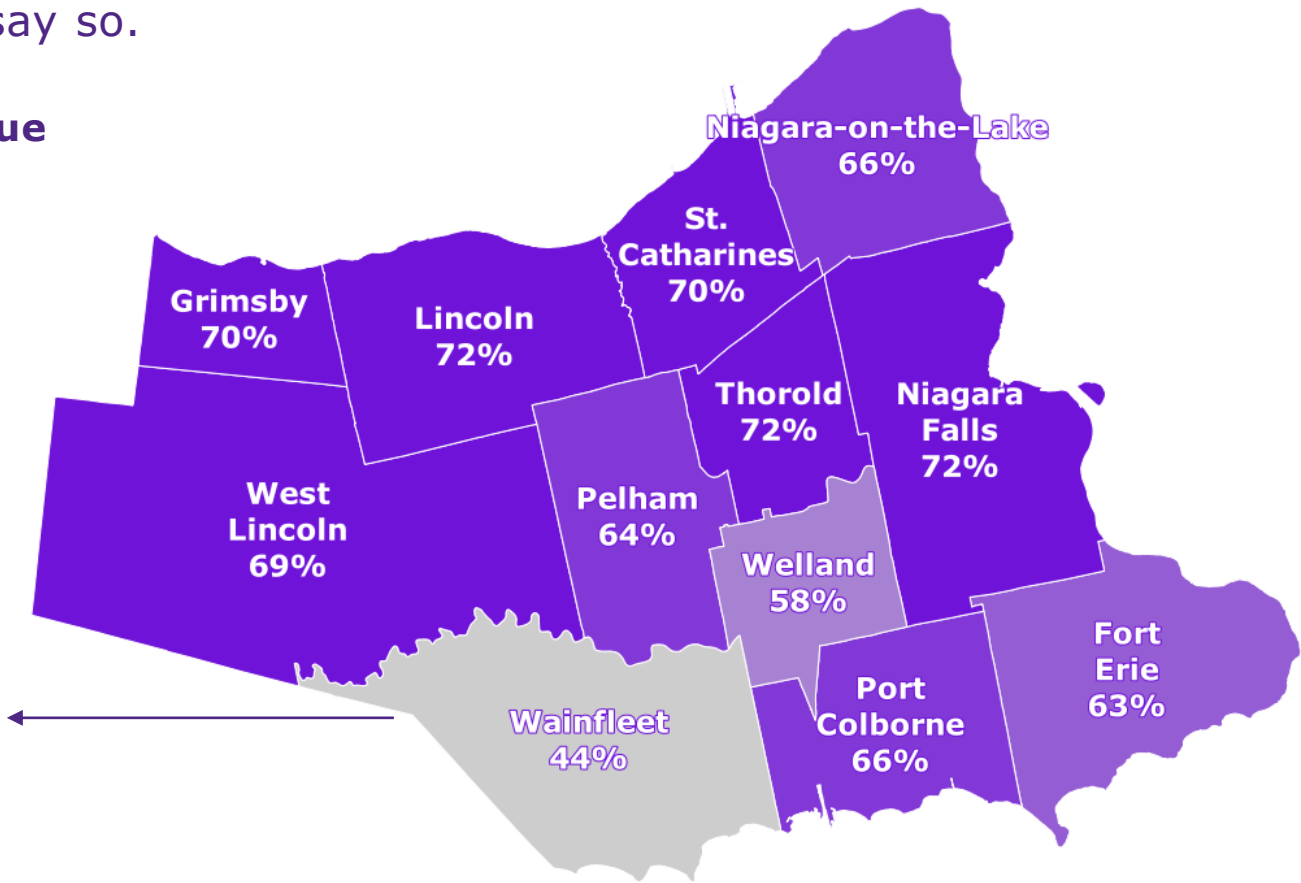
Q4. Thinking about all the programs and services you receive from <municipality>, would you say that, overall, you receive very good, fairly good, fairly poor or very poor value for your tax dollars?

Base: all respondents (n=832)

# GOOD VALUE FOR REGIONAL TAX DOLLARS

Residents of Lincoln, Thorold and Niagara Falls are the most likely to say they receive good value for regional tax dollars, while Wainfleet residents are the least likely to say so.

## % Very/fairly good value



Significantly fewer Wainfleet residents say they receive *very poor* value for regional tax dollars (29% versus 18% or less in other lower-tier municipalities).

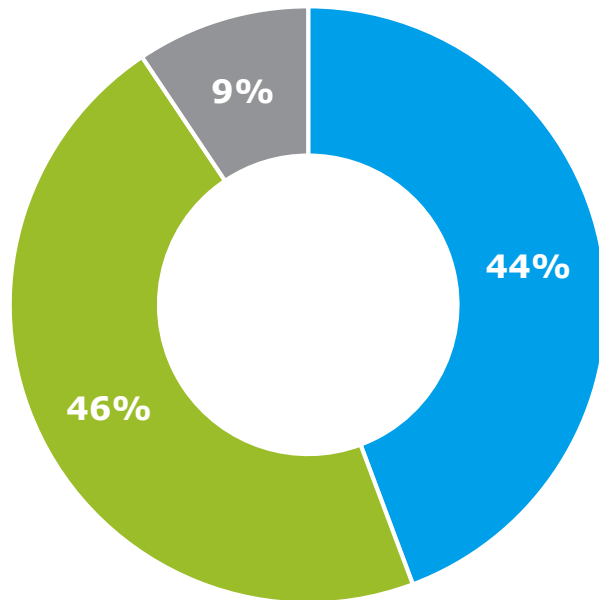
Compared to most other lower-tier municipalities, significantly fewer Wainfleet residents say they are receive *very/somewhat good* value for regional tax dollars.



Q5. And thinking about all the programs and services you receive from the Region of Niagara, would you say that, overall, you receive very good, fairly good, fairly poor or very poor value for your tax dollars?  
Base: all respondents (n=832)

# REPRESENTATION PREFERENCE

Niagara Region residents are closely split between a preference for separate councillors elected at the lower-tier and regional level and one set of councillors elected for both.



- Separate Councillors elected to represent residents at [lower-tier municipality] and regional levels
- One set of Councillors elected to represent residents at both [lower-tier municipality] and regional levels
- Don't know/no opinion

## MOST LIKELY TO SAY:

### Separate

- **18 to 34 years old** (57%)
- **Female** (50%)
- **Believe receive *very good* value for lower-tier municipal tax dollars** (55%)
- **Believe receive *good* value for regional tax dollars** (49%)

### One set

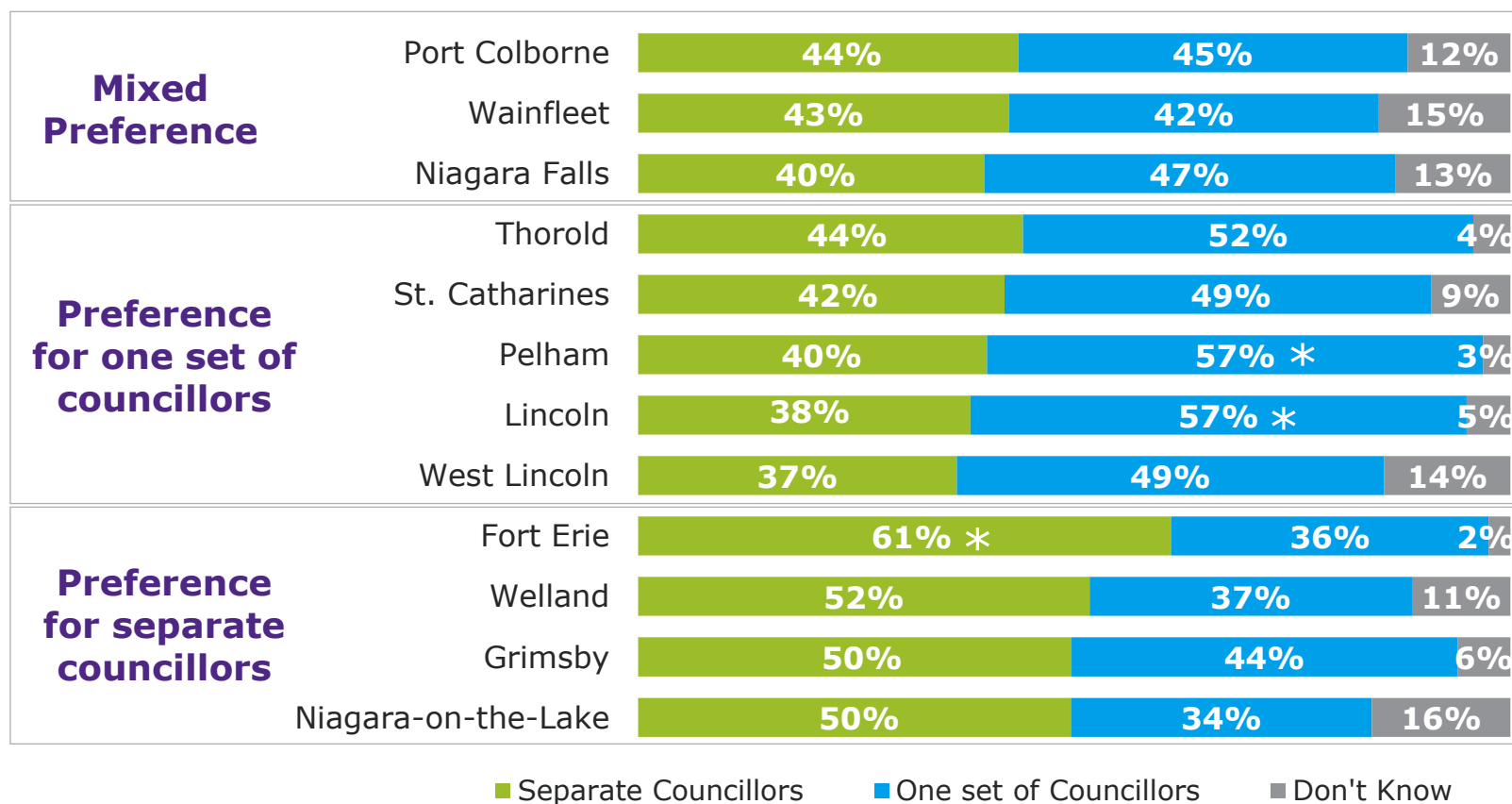
- **35 to 54 years old** (57%) **& 55 years and older** (47%)
- **Male** (52%)
- **Believe receive *poor* value for lower-tier municipal tax dollars** (55%)
- **Believe receive *poor* value for regional tax dollars** (55%)

Q6. When you think about how you are represented at both the <town/city/township> and Regional levels, which scenario would you prefer?

Base: all respondents (n=832)

# REPRESENTATION PREFERENCE

There is a preference for one set of councillors among residents of the plurality of lower-tier municipalities.



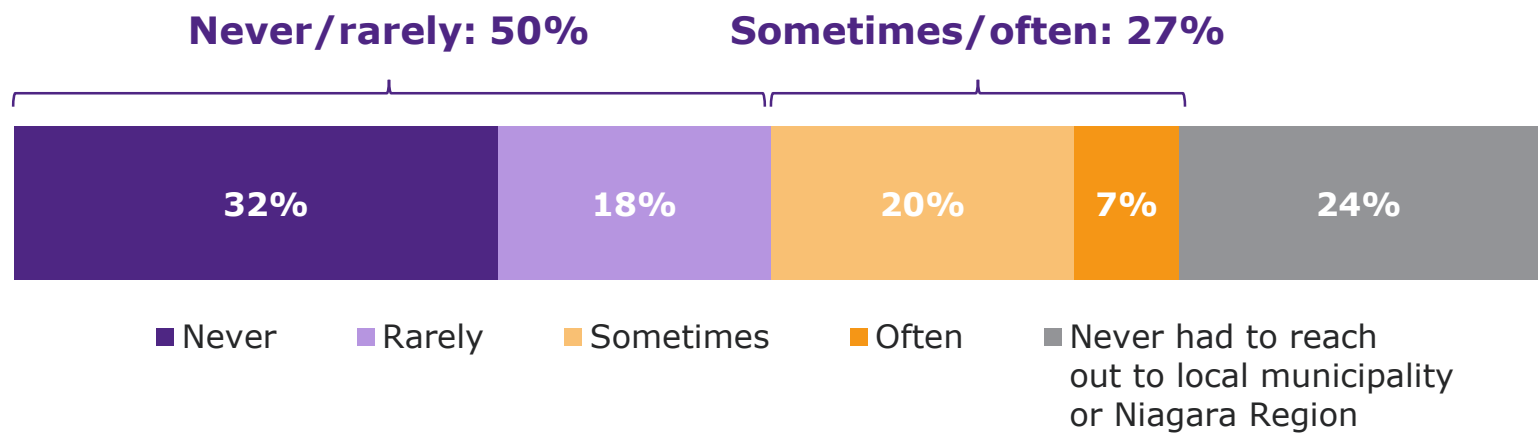
\*Significantly higher than most other lower-tier municipalities

Q6. When you think about how you are represented at both the <town/city/township> and Regional levels, which scenario would you prefer?

Base: all respondents (n=832)

# CONFUSION OVER RESPONSIBILITIES

Only one-quarter of Region residents report they have sometimes or often experienced confusion as a result of the division of responsibilities between local and regional governments. Encountering confusion is more often associated with residents saying they receive poor value for tax dollars.



## MOST LIKELY TO SAY:

### Never/Rarely

- Believe receive **good** value for local municipal tax dollars (53%)
- Believe receive **good** value for regional tax dollars (56%)

### Sometimes/Often

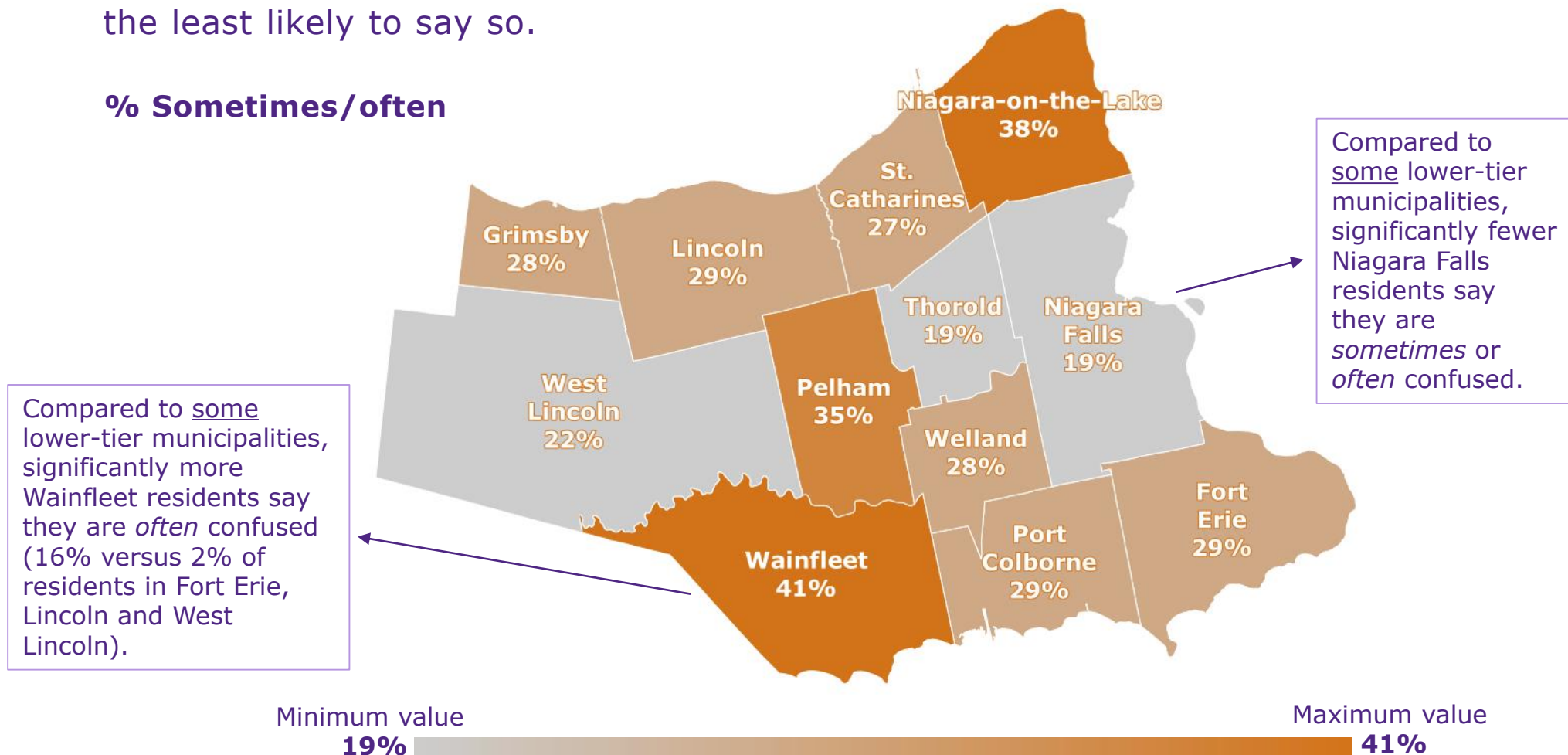
- **Male** (34%)
- **Poor** value for local municipal tax dollars (41%)
- **Poor** value for regional tax dollars (44%)

Q7. Have you encountered a situation where the division of responsibilities between the [local municipality] and the region has been a source of confusion, etc.?  
Base: all respondents (n=832)

# ENCOUNTERED CONFUSION OVER RESPONSIBILITIES

Residents of Wainfleet are the most likely to say they have encountered confusion over the division of responsibilities, while Niagara Falls residents are the least likely to say so.

## % Sometimes/often



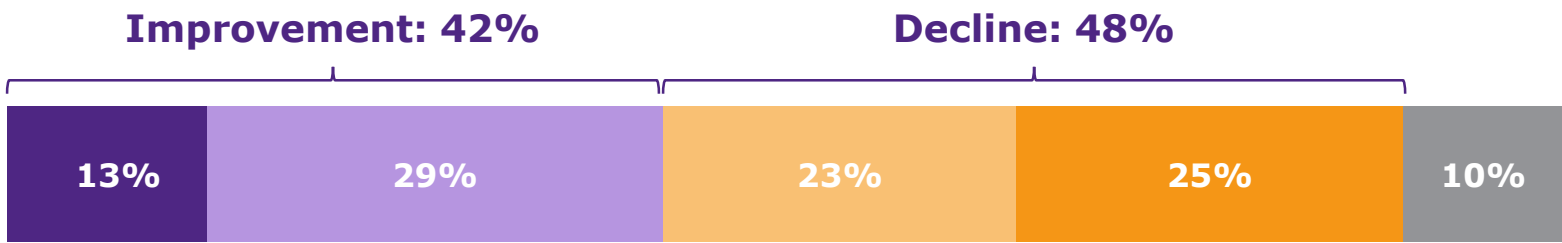
Q7. Have you encountered a situation where the division of responsibilities between the [local municipality] and the region has been a source of confusion, etc.?  
Base: all respondents (n=832)



# **Survey Findings:** **Assessing Different Models of Governance**

# EFFECT OF LARGER GOVERNMENT ON SERVICES

Overall, residents are closely split in their expectations of the quality of service delivered if their local municipality became part of a larger municipal structure. A plurality lean towards an expectation of a decline in service, of which one-quarter anticipate the decline would be significant.



■ A significant improvement   ■ A moderate improvement   ■ A moderate decline   ■ A significant decline   ■ Don't know/no opinion

## MOST LIKELY TO SAY:

### Improvement

- **18 to 34 years old** (51%)
- **Believe receive *very poor* value for lower-tier municipal tax dollars** (62%)
- **Believe receive *poor* value for regional tax dollars** (51%)
- **Say current structure is *ineffective* at representing interests** (52%)
- **Prefer *one set of councillors*** (53%)

### Decline

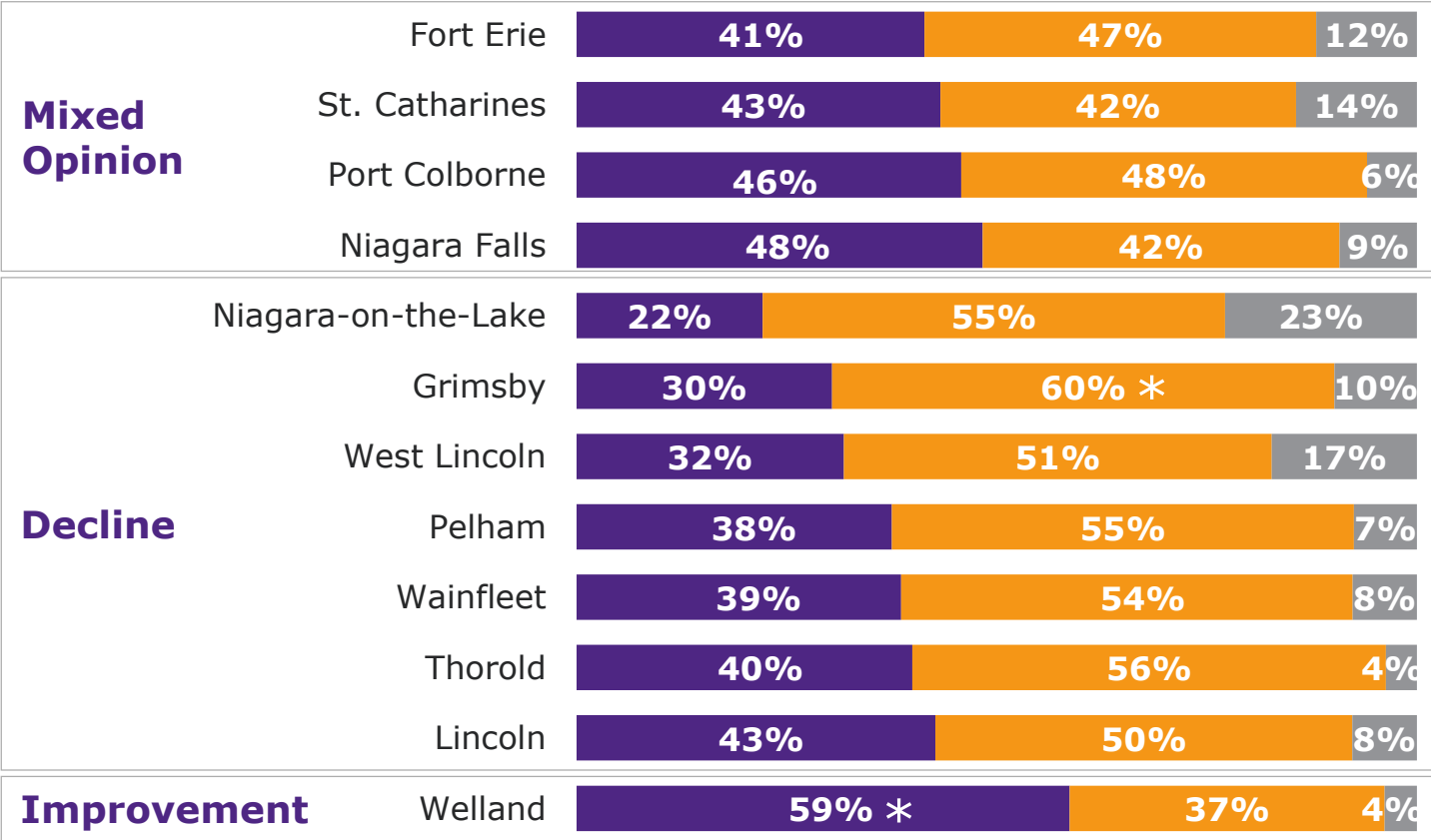
- **55 years and older** (54%)
- **Believe receive *very good* value for lower-tier municipal tax dollars** (55%)
- **Say current structure is *effective* at representing interests** (50%)
- **Prefer *separate councillors*** (58%)

Q24. If [MUNICIPALITY] was reorganized to make it larger would that result in an [improvement/decline] in the quality of service delivery to [MUNICIPALITY]?

Base: all respondents (n=832)

# EFFECT OF LARGER GOVERNMENT ON SERVICES

The majority of residents in most lower-tier municipalities anticipate a larger government would result in a decline in service quality. The majority of Welland residents alone say it results in improvements.



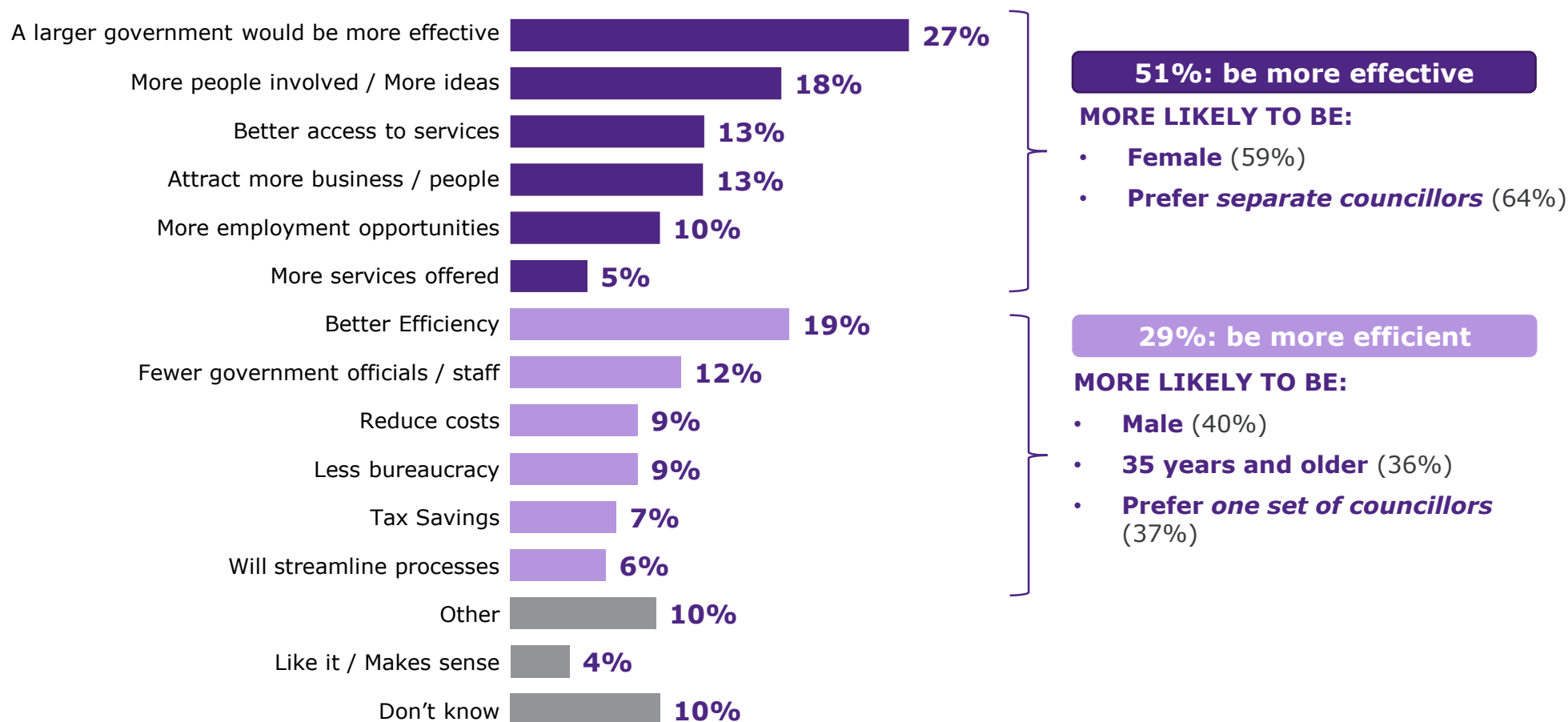
\*Significantly higher than most other lower-tier municipalities

■ Improvement (Significant + Moderate) ■ Decline (Significant + Moderate) ■ Don't Know

Q24. If [MUNICIPALITY] was reorganized to make it larger would that result in an [improvement/decline] in the quality of service delivery to [MUNICIPALITY]?  
 Base: all respondents (n=832)

# REASONS FOR SAYING SERVICE IMPROVEMENT

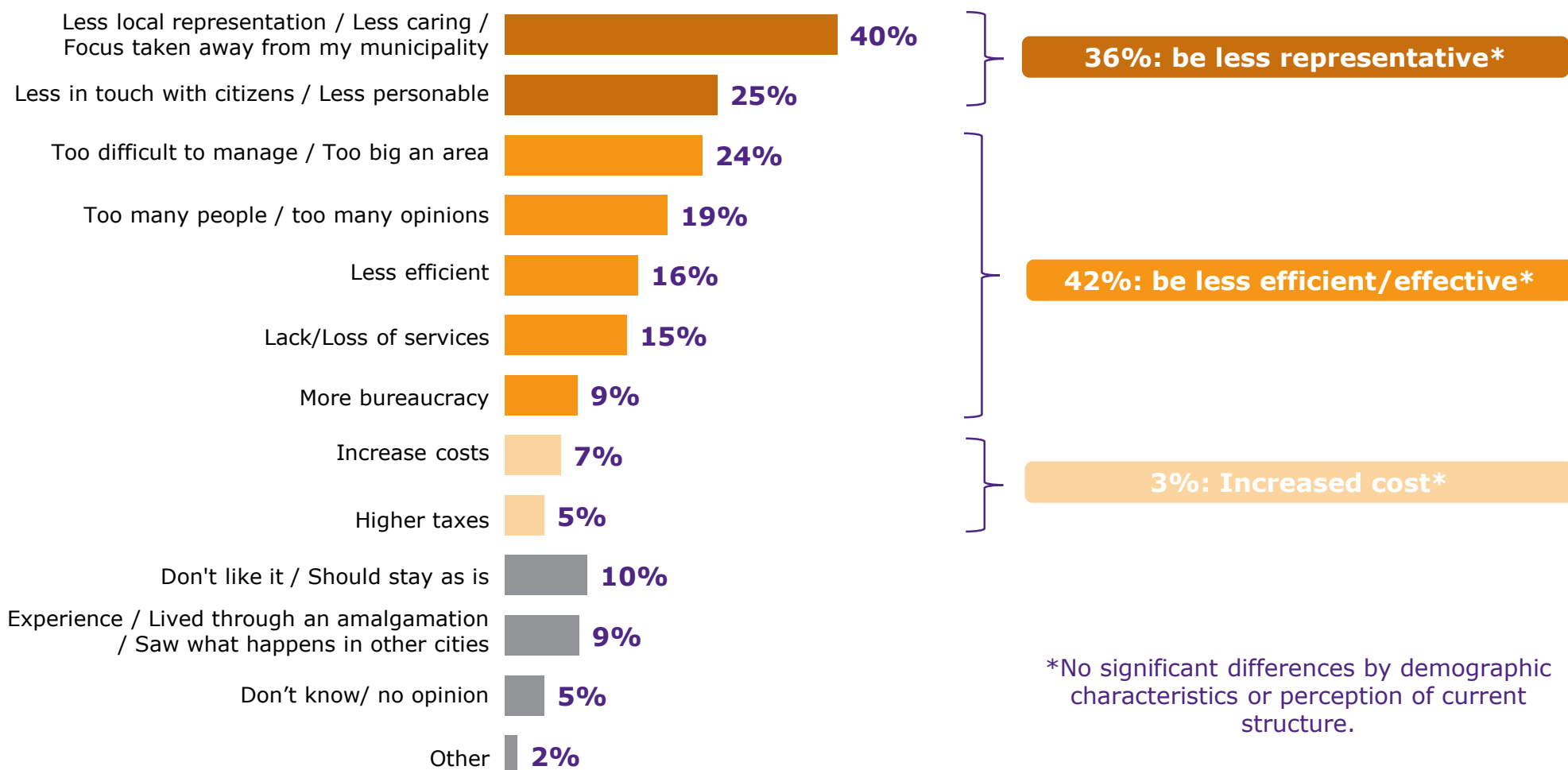
Residents who anticipate a service improvement resulting from larger government believe it would be more effective, would achieve better efficiencies, and would benefit from more people generating ideas.



Q25. Why do you believe a larger government will represent an improvement of service delivery in [MUNICIPALITY]?  
 Base: Improvement in Q24 (n=328)

# REASONS FOR SAYING DECLINE IN SERVICE

Residents who anticipate a decline in the quality of services resulting from a larger government believe there would be less representation, that it would be less in touch, and would be difficult to manage.

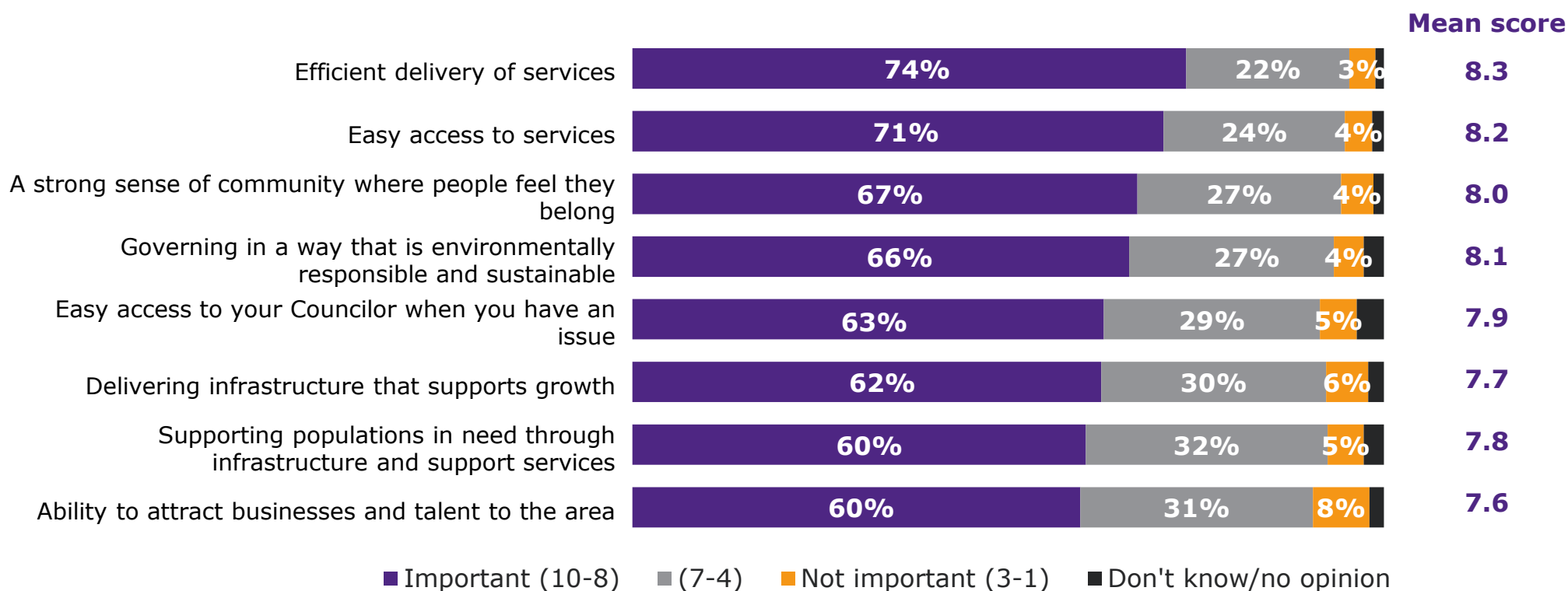


Q25. Why do you believe a larger government will represent a decline of service delivery in [MUNICIPALITY]?

Base: Decline in Q24 (n=420)

# CITIZEN PRIORITIES

When considering aspects of local government that are of importance, Niagara Region residents prioritize efficient delivery and easy access to services.



Q8-Q15. Using a ten-point scale where one means “not at all important” and ten means “extremely important”, please indicate how important each of the following are to you personally when thinking about your local government.

Base: all respondents (n=832)

# DEFINITIONS OF POTENTIAL STRUCTURES

Residents were given the following descriptions of potential municipal governance structures before proceeding to subsequent questions.

As you may know, the provincial government is currently undertaking a review of the governance, decision-making and service delivery functions of Ontario's regional municipalities, including the Niagara Region and its twelve municipalities. Some possible outcomes from this review could include the following:

**Current Structure.** The province may decide to leave the current structure in place where the <municipality> remains a lower-tier municipality within Niagara Region. Each level of government would retain responsibility for delivery of services.

**Partial amalgamation.** A scenario that combines some Niagara area municipalities into larger municipal governments which are responsible for delivering services within the new municipality.

**Total amalgamation.** A scenario whereby the 12 municipalities within the Niagara Region are brought together into one central government which has the sole responsibility for administering services across a new amalgamated geography.

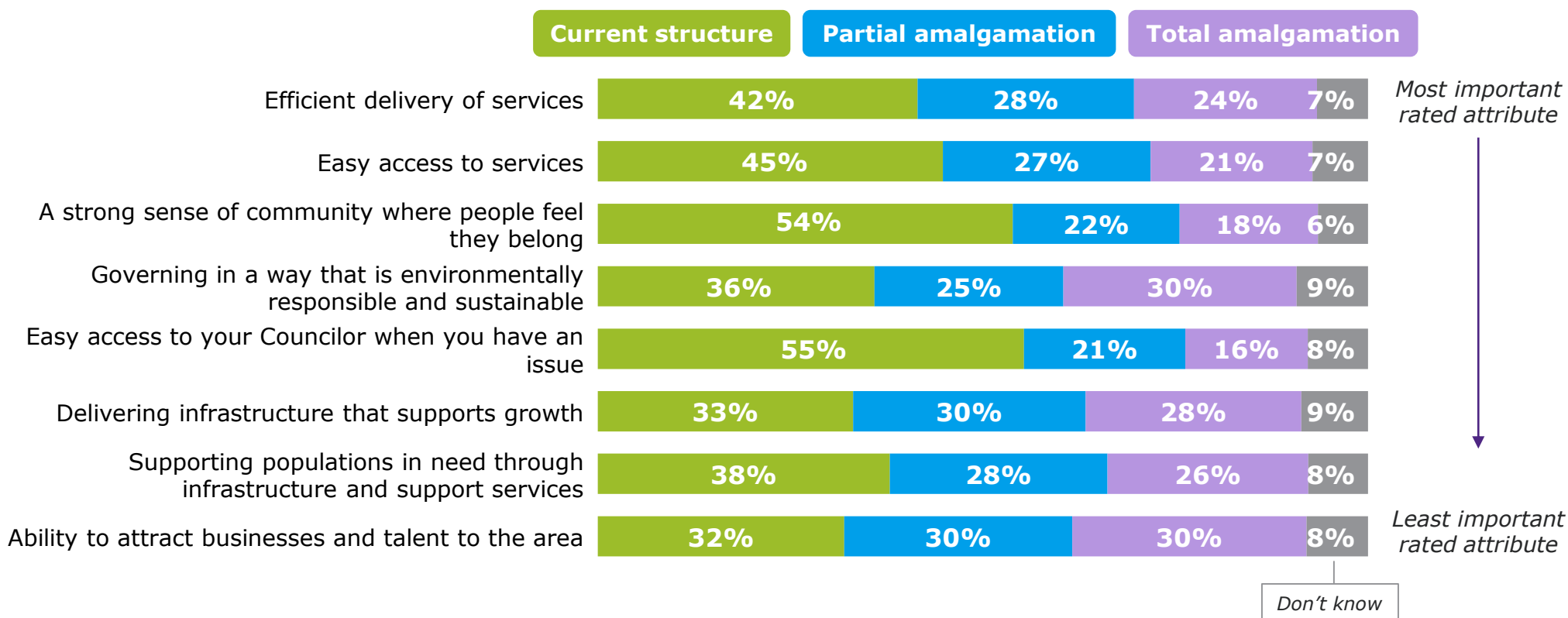
I'd like to ask you about the different aspects of municipal governance and administration discussed earlier and get your sense of which of these three municipal models you think would do the best job of delivering services in a way that meets your expectations.

To recall, the three options are:

- The **current structure**, or two-tier model, in place now in Niagara Region;
- The **partial amalgamation** of a few municipalities into one municipality
- A **total amalgamation** of all of the municipalities currently within Niagara Region.

# PREFERRED GOVERNMENT STRUCTURE

Majorities of residents express a preference for the current structure when considering delivering a strong sense of community and providing easy access to Councillors.



Q16-Q23. Which of the three models would do the best job of...  
Base: all respondents (n=832)

# Governance Structure Options - Analysis

Support for amalgamation structures is limited and diffuse, while preference for current two-tier structure is articulated frequently.

Niagara residents were asked to select between three distinct governance models which they believe can best deliver on different areas of municipal government responsibility. They were permitted only one selection for each area of service, governance and representation.

When examining the frequency with which each structure was chosen across all eight (8) areas of responsibility, the following was observed:

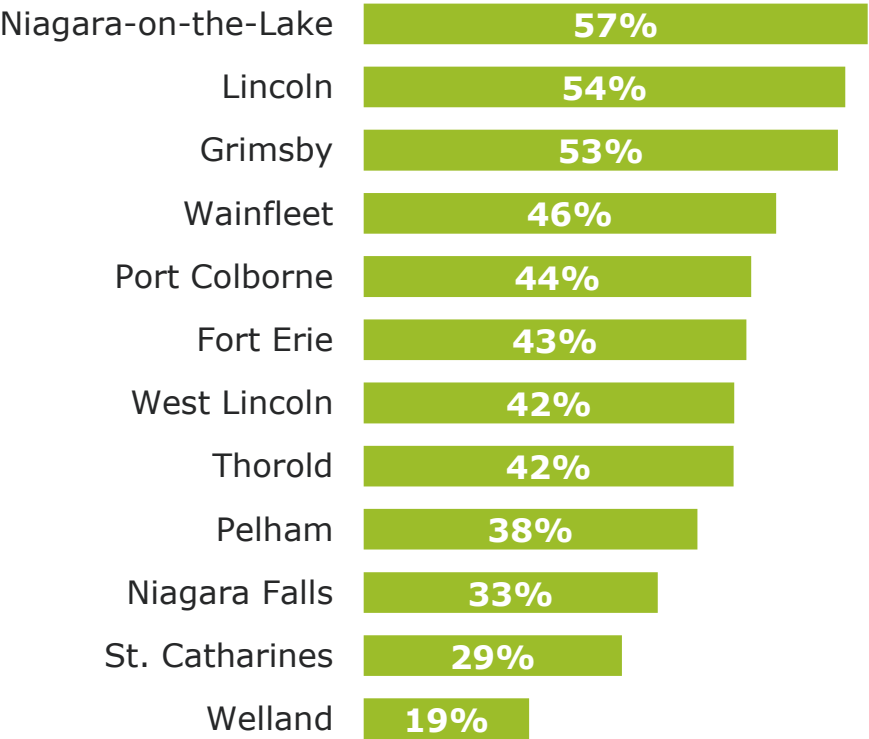
- 33% of residents never selected “current structure” for any of the 8 areas of responsibility
- 45% of residents never selected “partial amalgamation” for any of the 8 areas of responsibility
- 50% of residents never selected “total amalgamation” for any of the 8 areas of responsibility

By comparison:

- Only one-in-five residents opted for either amalgamation structure for more than half of the 8 areas of responsibility (20% and 19% respectively)
- The “current structure” option was selected for more than half of all 8 areas of responsibility by two-in-five residents (38%).
- One-in-five residents showed mixed preference as they did not opt for any one option for more than half the 8 areas of responsibility (18%).

# PREFER CURRENT STRUCTURE

The majority of Niagara-on-the-Lake, Lincoln and Grimsby residents show a preference for the delivery of responsibilities via the current structure.



## MOST LIKELY TO SAY:

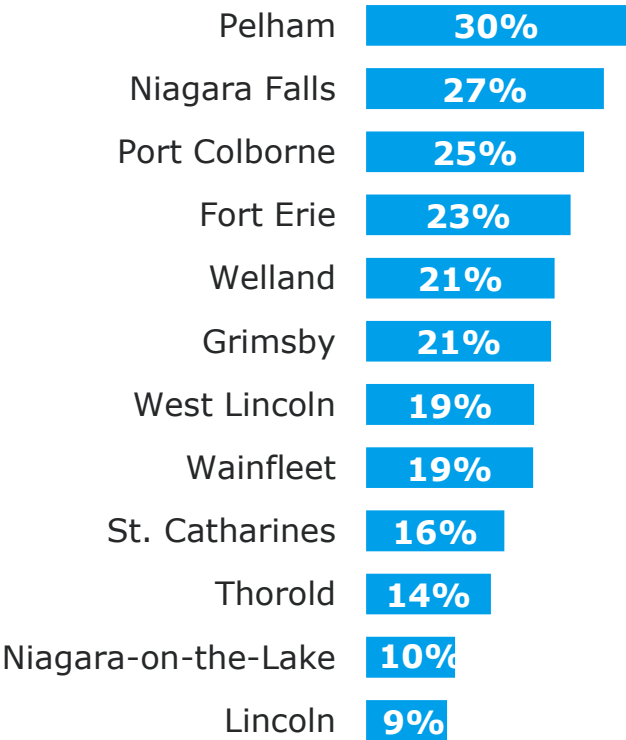
- **55 years and older** (46%)
- **Female** (42%)
- **Say very well served by two-tier structure** (57%)
- **Believe receive very good value for lower-tier municipal tax dollars** (55%)
- **Believe receive very good value for regional tax dollars** (52%)
- **Say Current structure is effective at representing interests** (44%)
- **Prefer separate councillors** (50%)
- **Compared to some other lower-tier municipalities, significantly more Niagara-on-the-Lake (57%), Lincoln (54%) and Grimsby (53%) residents opted for the current structure for more than half of the 8 areas of responsibility.**

Q16-Q23. Which of the three models would do the best job of...  
Base: all respondents (n=832)

# PREFER PARTIAL AMALGAMATION

Preference for partial amalgamation is more common among residents of Pelham and Niagara Falls, and least common among Lincoln residents.

**20%** Residents opted for the **Partial Amalgamation** for more than half of the 8 areas of responsibility.



### MOST LIKELY TO SAY:

- Compared to some other lower-tier municipalities, significantly more Pelham (30%) and Niagara Falls (27%) residents opted for the partial amalgamation for more than half of the 8 areas of responsibility.

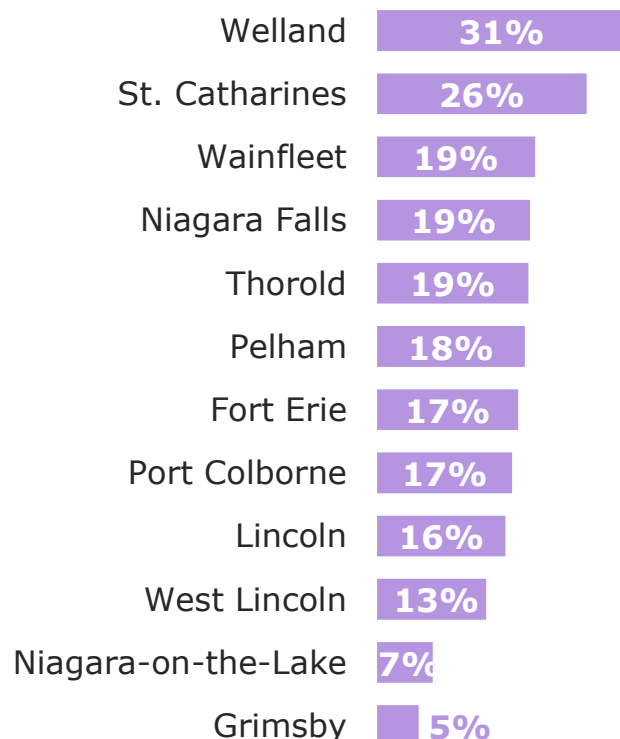
Q16-Q23. Which of the three models would do the best job of...  
Base: all respondents (n=832)

# PREFER TOTAL AMALGAMATION

Preference for total amalgamation is more common among residents of Welland and St. Catharines, and least common among Niagara-on-the-Lake and Grimsby residents.

19%

**Residents opted for Total Amalgamation for more than half of the 8 areas of responsibility.**



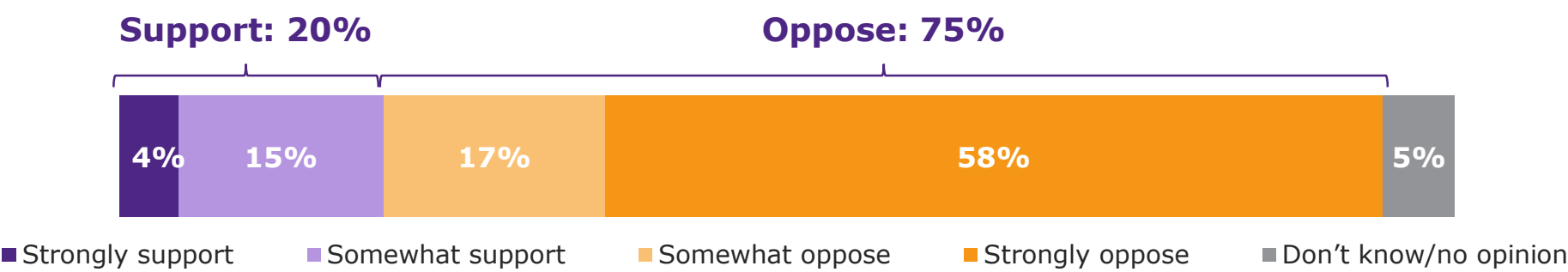
## MOST LIKELY TO SAY:

- **Male** (25%)
- **Believe receive *poor* value for lower-tier municipal tax dollars** (29%)
- **Believe receive *poor* value for regional tax dollars** (26%)
- **Say current structure is *ineffective* at representing interests** (27%)
- **Prefer *one set of councillors*** (30%)
- **Compared to some other lower-tier municipalities, significantly more Welland (31%), and St. Catharines (26%) residents opted for the current structure for more than half of the 8 areas of responsibility.**

Q16-Q23. Which of the three models would do the best job of...  
Base: all respondents (n=832)

# POST-AMALGAMATION TAX INCREASE

Six in ten Niagara Region residents would be strongly opposed to a increase in property taxes to support service delivery by a new amalgamated municipality.



## MOST LIKELY TO SAY:

### Support

- **18 to 34 years old** (32%)
- **Male** (23%)
- **Renters** (40%)
- **Lived in local municipality for fewer than 4 years** (23%)
- **Prefer *one set of councillors*** (26%)
- **Say quality of service would *improve* with larger government** (32%)

### Oppose

- **35 years and older** (78%)
- **Own home** (79%)
- **Lived in local municipality for 4 to 15 years** (74%)  
**or more than 15 years** (78%)
- **Believe receive *poor* value regional tax dollars** (78%)
- **Prefer *separate councillors*** (81%)
- **Say quality of service would *decline* with larger government** (87%)

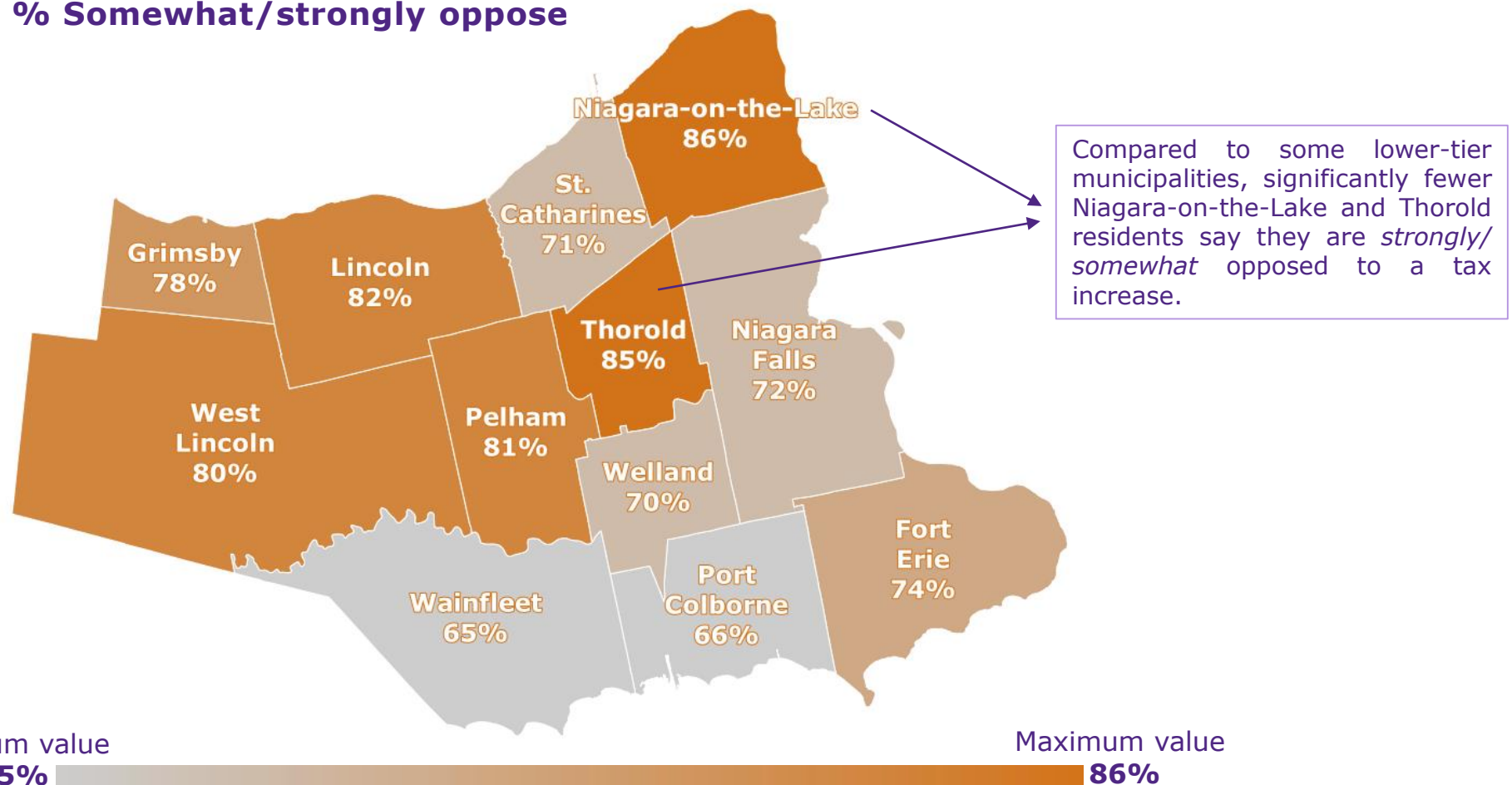
Q26. If <municipality> were to be amalgamated with other municipalities to make it larger, would you support or oppose a moderate increase in property taxes to support service delivery by the new municipality?

Base: all respondents (n=832)

# OPPOSITION TO POST-AMALGAMATION TAX INCREASE

Across lower-tier municipalities, the majority would oppose a property tax increase to support service delivery by a new amalgamated municipality.

## % Somewhat/strongly oppose



Q26. If <municipality> were to be amalgamated with other municipalities to make it larger, would you support or oppose a moderate increase in property taxes to support service delivery by the new municipality?

Base: all respondents (n=832)

# Key Takeaways

- ▶ Residents generally express **confidence in the current state** of representation in Niagara Region; they feel well-served by current political representation, feel their interests are well represented by the two-tier system and derive value for the taxes they pay to both tiers of municipal government.
- ▶ There are small pockets of evidence of a **limited appetite for some changes** to the two-tier system. A significant proportion of Niagara Region residents anticipate efficiencies derived from one set of councilors to represent residents at both municipal levels. However, this sentiment is limited as it runs into opposition from a majority of residents who believe a larger government will result in a decline in service delivery and who strongly oppose any increase in property taxes to fund a new, larger municipality.
- ▶ Support for the current government structure translates into confidence that **existing representation can best deliver important services and community character**. Amalgamation scenarios receive diffused support for the delivery of some municipal responsibilities, however the overall tone of support for the current structure, and pronounced opposition to any changes that would negatively impact service delivery or taxation suggest that resistance to change would be vocalized should amalgamation be imposed throughout the region.



# Respondent Characteristics

# DEMOGRAPHICS (WEIGHTED)

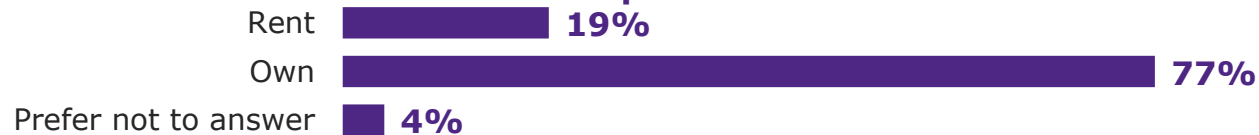
## Gender



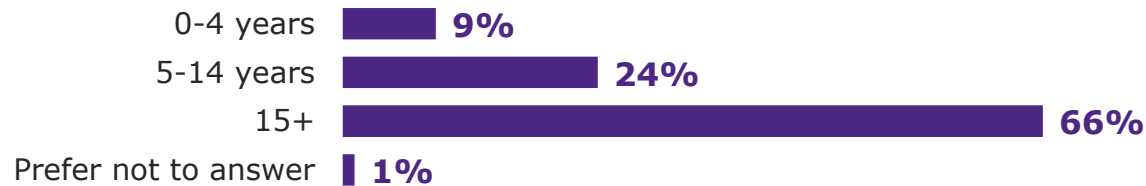
## Age



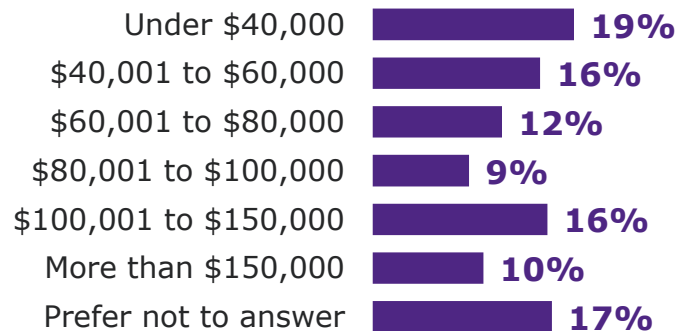
## Homeownership



## Time living in municipality



## Household income



## FOR FURTHER INFORMATION OR QUESTIONS CONTACT:



### **Jodi Shanoff**

VICE PRESIDENT,  
CONSULTATION AND  
ENGAGEMENT

Tel: 416.969.2456

Email:  
[jodi.shanoff@environics.ca](mailto:jodi.shanoff@environics.ca)



### **Megan McGlashan**

SENIOR RESEARCH ASSOCIATE

Tel: 437.774.9674

Email:  
[megan.mcglashan@environics.ca](mailto:megan.mcglashan@environics.ca)



OFFICE OF THE MAYOR  
4800 SOUTH SERVICE ROAD  
BEAMSVILLE, ON L0R 1B1  
Phone: 905-563-8205  
Fax: 905-563-6566  
[www.lincoln.ca](http://www.lincoln.ca)

March 6, 2019

Niagara Region  
c/o Ron Tripp  
Acting CAO

Dear Region of Niagara;  
Re: Provincial Review of Regional Government

Following the recent conference call among the heads of Council of the lower tier municipalities including the Regional Municipality of Niagara it was agreed that the 12 Mayors and Chair, whom have signed below, request that the Region, on behalf of the 13 Municipalities undertake the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 municipalities on government relations, public polling and communications in regard to the provincial government review of regional government.

Further, this item be included in the Committee of the Whole Agenda for [Thursday, March 7, 2019](#) at 6:30pm at Regional Headquarters.

The CAO's will coordinate this effort. They will advise on appropriate companies to be considered. The CAO's will also act in the capacity of selecting said company and preparing sample questions in advance to be used for the public polling.

In their capacity as signing officers, the CAO's in their guidance to the Heads of Council will liaise with the successful bidder throughout the procurement process to ensure a successful conclusion.

Heads of Council will ensure that their own Councils and Regional Council members are kept apprised of the process.



COTW-C 02-2019

OFFICE OF THE MAYOR  
4800 SOUTH SERVICE ROAD  
BEAMSVILLE, ON L0R 1B1  
Phone: 905-563-8205  
Fax: 905-563-6566  
[www.lincoln.ca](http://www.lincoln.ca)

We are the Mayors and Regional Chair of the Region of Niagara and are in support of this request.

Mayor Wayne Redekop

Fort Erie

Mayor Jim Diodati

Niagara Falls

Mayor Bill Steele

Port Colborne

Mayor Jeff Jordan

Grimsby

Lord Mayor Betty Disero

Niagara-on-the-Lake

Mayor Walter Sendzik

St. Catharines

Mayor Sandra Easton

Lincoln

Mayor Marvin Junkin

Pelham

Mayor Terry Ugolini

Thorold

Mayor Kevin Gibson

Wainfleet

Mayor Frank Campion

Welland

Mayor David Bysma

West Lincoln

Chair Jim Bradley

Niagara Region

---

## **MEMORANDUM**

**CAO 2-2019**

**Subject: Provincial Review of Regional Government**

**Date: March 28, 2019**

**To: Regional Council**

**From: Ron Tripp, Acting Chief Administrative Officer**

---

This is to provide a follow up to Correspondence COTW-C 02-2019 and to make Regional Council aware that ten of the local area municipalities (LAM) have since passed resolutions in support of the actions proposed in that document. Two of the LAMs have received the document for information. The respective resolutions of municipal Councils have been attached as Appendix A to the memorandum.

Staff has also canvassed Regional peer organizations in order to understand their disposition in this matter and to provide further background and context. The following is a summary of the responses received to date:

- Halton Region - adopted a resolution March 27, 2019 that the province not undertake any action (content to be confirmed)
- Region of Waterloo – notice of motion for March 27, 2019, desire to hold a public meeting to allow citizens to speak to the matter
- York Region – intention to present a report to Council April 18, 2019 with recommendation for Chair to send a letter to the province (content to be confirmed)
- Region of Peel - no plans to bring this matter to Regional Council, each of their local municipalities will be taking reports to their respective Councils

The Provincial Review was discussed at the Niagara CAO's meeting of March 8, 2019, the day following Regional Council's COTW meeting. In anticipation of support from each of the respective local municipal Councils, a sub-committee of CAOs was established at that meeting. The planning and execution of the actions articulated in COTW-C 02-2019 was established as the mandate for this group.

Subject to any further comments and/or direction from Regional Council, Staff will proceed in accordance with the direction of COTW-C 02-2019. Staff can confirm that the funding for this work can be accommodated in the 2019 Operating Budget.

Respectfully submitted and signed by

---

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

Appendix A: Summary of Local Area Municipal Resolutions

c.c.: Local Area Municipal Chief Administrative Officers

**Response Summary**  
**Provincial Review of Regional Government**  
**Minute Item 6.2, COTW 1-2019, March 7, 2019**  
[COTW-C 02-2019](#)  
[CLK-C 2019-072](#)

Municipality	Dated	Response
<a href="#"><u>Fort Erie</u></a>	2019-03-19	Receive for information
<a href="#"><u>Grimsby</u></a>	2019-03-27	Support
<a href="#"><u>Lincoln</u></a>	2019-03-19	Support
<a href="#"><u>Niagara Falls</u></a>	2019-03-27	Receive for information
<a href="#"><u>Niagara-on-the-Lake</u></a>	2019-03-13	Support
<a href="#"><u>Pelham</u></a>	2019-03-25	Support
<a href="#"><u>Port Colborne</u></a>	2019-03-26	Support
<a href="#"><u>St. Catharines</u></a>	2019-03-19	Support
<a href="#"><u>Thorold</u></a>	2019-03-21	Support
<a href="#"><u>Wainfleet</u></a>	2019-03-27	Support
<a href="#"><u>Welland</u></a>	2019-03-25	Support
<a href="#"><u>West Lincoln</u></a>	2019-03-26	Support



## Community Services

### Legislative Services

March 19, 2019

File #120203

Sent via Email: [ann-marie.norio@niagararegion.ca](mailto:ann-marie.norio@niagararegion.ca)

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

Dear Ms. Norio:

**Re: Niagara Region – Provincial Review of Regional Government**

Please be advised the Municipal Council of the Town of Fort Erie at its meeting of March 18, 2019 received your correspondence dated March 8, 2019 and supported the letter from the Local Area Municipal Mayors dated March 6, 2019 respecting Provincial Review of Regional Government.

Trusting this information will be of assistance to you.

Yours very truly,

Carol Schofield, Dipl.M.A.  
Manager, Legislative Services/Clerk  
[cschofield@forterie.ca](mailto:cschofield@forterie.ca)

CS:dlk

c.c. Niagara Local Area Municipalities *Sent via email*

# TOWN OF GRIMSBY



TELEPHONE: (905) 945-9634  
FAX: (905) 945-5010  
[www.town.grimsby.on.ca](http://www.town.grimsby.on.ca)

160 LIVINGSTON AVENUE  
P.O. BOX 159  
GRIMSBY, ONTARIO  
L3M 4G3

PLEASE REFER TO FILE NO.

March 27, 2019

SENT VIA EMAIL

Region of Niagara  
1815 Sir Isaac Brock Way  
P.O. Box 1042  
Thorold, ON L2V 4T7

Attention: Ann-Marie Norio, Regional Clerk

RE: REGIONAL COUNCIL REQUEST – PROVINCIAL REVIEW OF REGIONAL GOVERNMENT

Please be advised that Town of Grimsby Council passed the following motion on March 18, 2019:

**THAT** the correspondence from the Regional Clerk dated March 8, 2019 (see attached Appendix A) regarding Provincial Review of Regional Government be received for information; and

**THAT** Council endorse the request from Regional Council (see attached Appendix A)

*"THAT the Region undertake the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 local area municipalities on government relations, public polling and communications in regard to the Provincial Government Review of Regional Government", and*

**THAT** the Acting Clerk for the Town of Grimsby be directed by Council to circulate a copy of this resolution to the Local Area Municipalities and the Regional Clerk.

Sincerely,

A handwritten signature in blue ink that reads 'Sarah Kim'.

Sarah Kim  
Acting Town Clerk

cc.: Local Area Municipal Clerks (Sent via Email)  
M. Cain, Fire Chief

REPORT TO: Mayor J. Jordan  
Members of Council

**SUBJECT: Regional Council Request – Provincial Review of Regional Government**

#### Recommendation

"RESOLVED That Report TM(A) 19-04 dated March 15, 2019 be received and that the recommendations of this report be approved for implementation as follows:

- The correspondence from the Regional Clerk dated March 8, 2019 (see attached Appendix A) regarding Provincial Review of Regional Government be received for information; and specifically,
- That Council endorse the request from Regional Council (see attached Appendix A),
  - "THAT the Region undertake the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 local area municipalities on government relations, public polling and communications in regard to the Provincial Government Review of Regional Government", and
- That the Acting Clerk for the Town of Grimsby be directed by Council to circulate a copy of this resolution to the Local Area Municipalities and the Regional Clerk."

#### Purpose

The purpose of this report is to provide Council with the correspondence issued by Regional Council regarding the Provincial Regional Government Review and affirm Council's support of the Regional resolution contained in COTW 1 – 2019 (see attached Appendix A).

#### Background

The Province has undertaken a Regional Government Review. The review will consider issues of governance, decision-making and service delivery in eight Regional Municipalities (Durham, Halton, Muskoka District, Niagara, Oxford County, Peel, Waterloo and York), Simcoe County and their respective lower tier municipalities. In total, there are 82 upper and lower tier that are party to this review. Additional information about the review may be obtained from the Ontario website: <https://www.ontario.ca/page/regional-government-review#section-2>. The website also outlines the appointment of Special Advisors and their Terms of Reference, as well as, a provincial contact email address to forward questions or seek additional information. It is understood that Grimsby has already been afforded time with the Special Advisors.

On February 4, 2019, the Niagara Regional Mayors including the Regional Chair issued a formal Statement:

*"Niagara's Mayors are united in support for improving governance, transparency and accountability in local government. It has been nearly 50 years since Niagara Region was formed and our communities, economy and the populations we serve have changed significantly in that time. With change comes opportunity, and we agree with the provincial government that there is room for improvement in the way Niagara works."*

*We share the same goals in this review: to make it easier to access services, create more efficient local government, reduce duplication and be open for business. We also agree that there are a number of ways to achieve these goals and we expect that local voices and local solutions will truly be considered.*

*We are already working together as Team Niagara to be open for business and attract investment, jobs, and economic development. Many local agencies and municipal services are already working together to find efficiencies and reduce duplication. We are working together to build an integrated transit system that works for all of Niagara. And we know we can do more. As Mayors, we will work together to ensure that Niagara is given an opportunity to present made-in-Niagara solutions through this regional governance review."*

On March 6, 2019, further correspondence, signed by all 12 Mayors and the Regional Chair, was issued to Regional Council (forming part of Appendix A to this report). The correspondence requested the Region undertake the procurement of and facilitation for finances to hire a Government Relations / Communications firm to advise the 13 municipalities on matters relevant to the ongoing Provincial Regional Government Review. At the March 7, 2019 Committee of the Whole, the following motion, as approved by Regional Council, was forwarded to the Clerk on or about March 8, 2019:

*"That Correspondence Item COTW-C 02-2019, being a letter from the Local Area Municipal Mayors, dated March 6, 2019, respecting Provincial Review of Regional Government, BE RECEIVED and BE CIRCULATED to the Local Area Municipalities for consideration by their respective Councils at their next meeting for comment back to Niagara Region by March 28, 2019."*

The March 6, 2019 correspondence further identified the Mayors & Regional Chair direction that the CAO's will serve to coordinate the process of procurement, selection and liaison with the bidders and successful company throughout the process, on behalf of the respective Heads of Council. At the March 8, 2019 meeting of CAO's, a subcommittee was created for this purpose.

#### Financial Implications

There are no financial implications to the Town, as the Region will address the financial obligations of this project.

#### Conclusion

The recommendation contained in this report are intended to establish Council's support of the 12 Mayors and Regional Chair, specifically for Region to undertake the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 local area municipalities on government relations, public polling and communications in regard to the Provincial Government Review of Regional Government.

Respectfully submitted,



Michael Cain  
Fire Chief  
MC/ew

APPENDIX A



**Administration**

Office of the Regional Clerk

1815 Sir Isaac Brock Way, PO Box 1042, Thorold, ON L2Y 4T7

Telephone: 905-685-4225 Toll-free: 1-800-263-7215 Fax: 905-687-4977

[www.niagararegion.ca](http://www.niagararegion.ca)

March 8, 2019

**COTW 1-2019, March 7, 2019**

**LOCAL AREA MUNICIPALITIES**

**SENT ELECTRONICALLY**

**RE: Provincial Review of Regional Government  
COTW 1-2019 Minute Item 6.2**

Committee of the Whole at its meeting held on Thursday, March 7, 2019, passed the following resolution:

That Correspondence Item COTW-C 02-2019, being a letter from the Local Area Municipal Mayors, dated March 6, 2019, respecting Provincial Review of Regional Government, **BE RECEIVED** and **BE CIRCULATED** to the Local Area Municipalities for consideration by their respective Councils at their next meeting for comment back to Niagara Region by March 28, 2019.

A copy of Correspondence Item COTW-C 02-2019 is attached for your reference.

Yours truly,

A handwritten signature in cursive script, appearing to read "Ann-Marie".

Ann-Marie Norio  
Regional Clerk

CLK-C 2019-072



COTW-C 02-2019

OFFICE OF THE MAYOR  
4800 SOUTH SERVICE ROAD  
BEAMSVILLE, ON L0R 1B1  
Phone: 905-563-8205  
Fax: 905-563-6566  
[www.lincoln.ca](http://www.lincoln.ca)

March 6, 2019

Niagara Region  
c/o Ron Tripp  
Acting CAO

Dear Region of Niagara;  
Re: Provincial Review of Regional Government

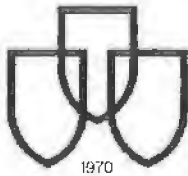
Following the recent conference call among the heads of Council of the lower tier municipalities including the Regional Municipality of Niagara it was agreed that the 12 Mayors and Chair, whom have signed below, request that the Region, on behalf of the 13 Municipalities undertake the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 municipalities on government relations, public polling and communications in regard to the provincial government review of regional government.

Further, this item be included in the Committee of the Whole Agenda for Thursday, March 7, 2019 at 6:30pm at Regional Headquarters.

The CAO's will coordinate this effort. They will advise on appropriate companies to be considered. The CAO's will also act in the capacity of selecting said company and preparing sample questions in advance to be used for the public polling.

In their capacity as signing officers, the CAO's in their guidance to the Heads of Council will liaise with the successful bidder throughout the procurement process to ensure a successful conclusion.

Heads of Council will ensure that their own Councils and Regional Council members are kept apprised of the process.



COTW-C 02-2019

OFFICE OF THE MAYOR  
4800 SOUTH SERVICE ROAD  
BEAMSVILLE, ON L0R 1B1  
Phone: 905-563-8205  
Fax: 905-563-6566  
[www.lincoln.ca](http://www.lincoln.ca)

We are the Mayors and Regional Chair of the Region of Niagara and are in support of this request.

Mayor Wayne Redekop

Fort Erie

Mayor Jim Diodati

Niagara Falls

Mayor Jeff Jordan

Grimsby

Lord Mayor Betty Disero

Niagara-on-the-Lake

Mayor Sandra Easton

Lincoln

Mayor Marvin Junkin

Pelham

Mayor Bill Steele

Port Colborne

Mayor Walter Sendzik

St. Catharines

Mayor Terry Ugolini

Thorold

Mayor Kevin Gibson

Wainfleet

Mayor Frank Campion

Welland

Mayor David Bylsma

West Lincoln

Chair Jim Bradley

Niagara Region



4800 SOUTH SERVICE RD  
BEAMSVILLE, ON L0R 1B1

905-563-8205

March 19, 2019

SENT VIA EMAIL

Region of Niagara  
1815 Sir Isaac Brock Way  
P.O. Box 1042  
Thorold, ON L2V 4T7

Attention: Ann-Marie Norio, Regional Clerk

**RE: REQUEST FROM REGIONAL COUNCIL – PROVINCIAL REVIEW OF  
REGIONAL GOVERNMENT**

Please be advised that Council for the Corporation of the Town of Lincoln passed the following motion on March 18, 2019:

THAT correspondence attached as Appendix A, dated March 8, 2019, from the Regional Clerk regarding Provincial Review of Regional Government be received for information; and

THAT Council of the Town of Lincoln endorse the request from Regional Council:

*“THAT the Region undertake the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 local area municipalities on government relations, public polling and communications in regard to the Provincial Government Review of Regional Government”; and*

THAT Council of the Town of Lincoln support the CAO to participate on the subcommittee to assist in coordinating efforts for the Town; and

Council direct the Clerk to circulate a copy of this resolution to the Local Area Municipalities and Regional Clerk.

**Carried**

Regards,



Julie Kirkelos  
Town Clerk  
[jkirkelos@lincoln.ca](mailto:jkirkelos@lincoln.ca)

cc: Local Area Municipal Clerks



March 27, 2019

Niagara Region  
1815 Sir Isaac Brock Way  
P.O. Box 1042  
Thorold, ON L2V 4T7

Ms. Ann-Marie Norio:

**Sent via E-mail**

**Re: Niagara Region – Provincial Review of Regional Government**

Please be advised that City Council at its meeting of March 19, 2019 **received your correspondence** dated March 8, 2019, including the letter from the Local Area Municipal Mayors dated March 6, 2019 respecting Provincial Review of Regional Government, **for information”**

If you have any questions, please contact me directly.

Sincerely,

Bill Matson  
City Clerk



Department of Corporate Services  
1593 Four Mile Creek Road  
P.O. Box 100, Virgil, ON L0S 1T0  
905-468-3266 • Fax: 905-468-2959

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

March 13, 2019

**SENT ELECTRONICALLY**

Regional Municipality of Niagara  
1815 Sir Issac Brock Way, PO Box 1042  
Thorold ON L2V 4T7

Attention: Ann-Marie Norio, Regional Clerk

Dear Ms. Norio:

**RE: Report CAO-19-001 - Provincial Review of Regional Government**

Please be advised the Council of The Corporation of the Town of Niagara-on-the-Lake, at its regular meeting held on March 11, 2019 approved Report CAO-19-001, attached, which included the following recommendations:

- 1.1 That the correspondence attached to this report, from the Regional Clerk dated March 8, 2019 regarding Provincial Review of Regional Government, be received;
- 1.2 That the Council of the Town of Niagara-on-the-Lake support the request from Regional Council "that the Region undertake the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 municipalities on government relations, public polling and communications in regard to the provincial government review of regional government".

If you have any questions or require further information please contact our office at 905-468-3266.

Yours sincerely,

Peter Todd, Town Clerk



# The Town of Niagara-On-The-Lake

Telephone (905) 468-3266  
Facsimile (905) 468-2959

1593 Four Mile Creek Road  
P.O. Box 100  
Virgil, Ontario  
L0S 1T0

---

**Report:** CAO-19-001

**Committee Date:**

**Due in Council:**

March 11, 2019

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**Report To:** Lord Mayor and Council

**Subject:** Request from Regional Council  
Provincial Review of Regional Government

---

## 1. RECOMMENDATION

It is respectfully recommended:

- 1.1 That the correspondence attached to this report, from the Regional Clerk dated March 8, 2019 regarding Provincial Review of Regional Government, be received;
- 1.2 That the Council of the Town of Niagara-on-the-Lake support the request from Regional Council "that the Region undertake the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 municipalities on government relations, public polling and communications in regard to the provincial government review of regional government".

## 2. PURPOSE / PROPOSAL

The purpose of this report is to provide Council with correspondence from Regional Council regarding the Provincial Review of Regional Government.

## 3. BACKGROUND

The Mayors of the Region and the Regional Chair prepared a Statement from Niagara Mayors dated February 4, 2019 (attached) which stated:

"Niagara's Mayors are united in support for improving governance, transparency and accountability in local government. It has been nearly 50 years since Niagara Region was formed and our communities, economy and the populations we serve have changed significantly in that time. With change comes opportunity, and we agree with the provincial government that there is room for improvement in the way Niagara works.

We share the same goals in this review: to make it easier to access services, create more efficient local government, reduce duplication and be open for business. We also agree that there are a number of ways to achieve these goals and we expect that local voices and local solutions will truly be considered.

We are already working together as Team Niagara to be open for business and attract

investment, jobs, and economic development. Many local agencies and municipal services are already working together to find efficiencies and reduce duplication. We are working together to build an integrated transit system that works for all of Niagara. And we know we can do more. As Mayors, we will work together to ensure that Niagara is given an opportunity to present made-in-Niagara solutions through this regional governance review."

The Mayors held a conference call recently and a letter was signed by all of them (part of Regional correspondence), on Mayor Easton's letterhead who took the lead on preparing the letter which was publicly dealt with at Regional Council on March 7, 2019.

#### **4. DISCUSSION / ANALYSIS**

The following motion as approved by Regional Council was forwarded to the Clerk on March 8th, 2019 as follows:

"That Correspondence Item COTW-C 02-2019, being a letter from the Local Area Municipal Mayors, dated March 6, 2019, respecting Provincial Review of Regional Government, **BE RECEIVED** and **BE CIRCULATED** to the Local Area Municipalities for consideration by their respective Councils at their next meeting for comment back to Niagara Region by March 28, 2019."

Attached to the letter from the Regional Clerk is a letter signed by all Mayors and Regional Chair. The letter outlines there was a recent conference call among the heads of Council of the lower tier municipalities including the Regional Chair whereby it was agreed that they "request the Region, on behalf of the municipalities undertake the procurement the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 municipalities on government relations, public polling and communications in regard to the provincial government review of regional government."

As noted Regional Council passed a motion to receive this correspondence and that it be circulated to the Local Area Municipalities for consideration by their respective Councils by March 28, 2019.

Council's next meeting is April 11th, therefore necessitating a report be prepared for this evening's Council meeting, March 11th.

An area CAOs meeting was held on March 8th, whereby one of the items of discussion was the Regional Council motion and correspondence regarding the Provincial Government Review. All CAOs will be putting forward a report before March 28th and notify the Regional Clerk of their Council's decision.

At the area CAOs meeting a subcommittee of the CAOs was created to carry out the duties of hiring a Government Relations/Communications firm as outlined in the correspondence as follows:

"The CAOs will coordinate this effort. They will advise on appropriate companies to be considered. The CAOs will also act in the capacity of selecting said company and

preparing sample questions in advance to be used for the public polling. In their capacity as signing officers, the CAOs in their guidance to the Heads of Council will liaise with the successful bidder throughout the procurement process to ensure a successful conclusion."

For Council's information, the CAO of Niagara-on-the-Lake will be sitting on the subcommittee of CAOs to coordinate these efforts as identified in the correspondence.

## **5. STRATEGIC PLAN**

N/A

## **6. OPTIONS**

## **7. FINANCIAL IMPLICATIONS**

At this time it does not appear to have any financial implications to the Town as the Region is being tasked with the financial implication of this project.

## **8. COMMUNICATIONS**

Following the meeting, the Clerk will advise the Regional Clerk, by way of letter, of Council's decision.

## **9. CONCLUSION**

That Council support the 12 Mayors and Regional Chair to be part of the Region undertaking the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 municipalities on government relations, public polling and communications in regard to the provincial government review of regional government.

**Respectfully submitted,**



**Holly Dowd**  
**Chief Administrative Officer**

### ATTACHMENTS



CLK-C 2019-072 Provincial Review of Regional Government.pdf Statement from Niagara's Mayors.pdf

### WEB ATTACHMENTS

### ATTACHMENTS FOR LINK

## First Capital of Upper Canada - 1792

**Administration**

Office of the Regional Clerk

1815 Sir Isaac Brock Way, PO Box 1042, Thorold, ON L2V 4T7

Telephone: 905-685-4225 Toll-free: 1-800-263-7215 Fax: 905-687-4977

[www.niagararegion.ca](http://www.niagararegion.ca)

---

March 8, 2019

**COTW 1-2019, March 7, 2019****LOCAL AREA MUNICIPALITIES****SENT ELECTRONICALLY****RE: Provincial Review of Regional Government  
COTW 1-2019 Minute Item 6.2**

Committee of the Whole at its meeting held on Thursday, March 7, 2019, passed the following resolution:

That Correspondence Item COTW-C 02-2019, being a letter from the Local Area Municipal Mayors, dated March 6, 2019, respecting Provincial Review of Regional Government, **BE RECEIVED** and **BE CIRCULATED** to the Local Area Municipalities for consideration by their respective Councils at their next meeting for comment back to Niagara Region by March 28, 2019.

A copy of Correspondence Item COTW-C 02-2019 is attached for your reference.

Yours truly,

A handwritten signature in black ink, appearing to read "Ann-Marie".

Ann-Marie Norio  
Regional Clerk

CLK-C 2019-072



OFFICE OF THE MAYOR  
4800 SOUTH SERVICE ROAD  
BEAMSVILLE, ON L0R 1B1  
Phone: 905-563-8205  
Fax: 905-563-6566  
[www.lincoln.ca](http://www.lincoln.ca)

March 6, 2019

Niagara Region  
c/o Ron Tripp  
Acting CAO

Dear Region of Niagara;  
Re: Provincial Review of Regional Government

Following the recent conference call among the heads of Council of the lower tier municipalities including the Regional Municipality of Niagara it was agreed that the 12 Mayors and Chair, whom have signed below, request that the Region, on behalf of the 13 Municipalities undertake the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 municipalities on government relations, public polling and communications in regard to the provincial government review of regional government.

Further, this item be included in the Committee of the Whole Agenda for [Thursday, March 7, 2019](#) at 6:30pm at Regional Headquarters.

The CAO's will coordinate this effort. They will advise on appropriate companies to be considered. The CAO's will also act in the capacity of selecting said company and preparing sample questions in advance to be used for the public polling.

In their capacity as signing officers, the CAO's in their guidance to the Heads of Council will liaise with the successful bidder throughout the procurement process to ensure a successful conclusion.

Heads of Council will ensure that their own Councils and Regional Council members are kept apprised of the process.



COTW-C 02-2019

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Fax: 905-563-6566  
[www.lincoln.ca](http://www.lincoln.ca)

We are the Mayors and Regional Chair of the Region of Niagara and are in support of this request.

Mayor Wayne Redekop

Fort Erie

Mayor Jim Diodati

Niagara Falls

Mayor Bill Steele

Port Colborne

Mayor Jeff Jordan

Grimsby

Lord Mayor Betty Disero

Niagara-on-the-Lake

Mayor Walter Sendzik

St. Catharines

Mayor Sandra Easton

Lincoln

Mayor Marvin Junkin

Pelham

Mayor Terry Ugolini

Thorold

Mayor Kevin Gibson

Wainfleet

Mayor Frank Campion

Welland

Mayor David Bysma

West Lincoln

Chair Jim Bradley

Niagara Region

## **Statement from Niagara Mayors**

February 4, 2019

Niagara's Mayors are united in support for improving governance, transparency and accountability in local government. It has been nearly 50 years since Niagara Region was formed and our communities, economy and the populations we serve have changed significantly in that time. With change comes opportunity, and we agree with the provincial government that there is room for improvement in the way Niagara works.

We share the same goals in this review: to make it easier to access services, create more efficient local government, reduce duplication and be open for business. We also agree that there are a number of ways to achieve these goals and we expect that local voices and local solutions will truly be considered.

We are already working together as Team Niagara to be open for business and attract investment, jobs, and economic development. Many local agencies and municipal services are already working together to find efficiencies and reduce duplication. We are working together to build an integrated transit system that works for all of Niagara. And we know we can do more. As Mayors, we will work together to ensure that Niagara is given an opportunity to present made-in-Niagara solutions through this regional governance review.

Niagara's Mayors,

Dave Bylsma, Mayor of West Lincoln

Jeff Jordan, Mayor of Grimsby

Frank Campion, Mayor of Welland

Marvin Junkin, Mayor of Pelham

Jim Diodati, Mayor of Niagara Falls

Wayne Redekop, Mayor of Fort Erie

Betty Disero, Lord Mayor of Niagara-on-the-Lake

Walter Sendzik, Mayor of St. Catharines

Sandra Easton, Mayor of Lincoln

Bill Steele, Mayor of Port Colborne

Kevin Gibson, Mayor of Wainfleet

Terry Ugulini, Mayor of Thorold

March 25, 2019

Niagara Region  
Office of the Regional Clerk  
1815 Sir Isaac Brock Way  
PO Box 1042  
Thorold, Ontario  
L2V 4T7

Attention: Ann-Marie Norio, Regional Clerk

Dear Ms. Norio:

**Provincial Review of Regional Government**

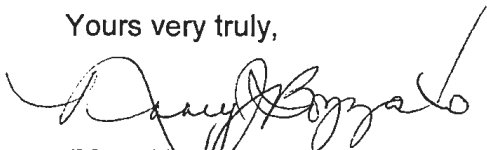
At their regular meeting of March 18<sup>th</sup>, 2019, Council of the Town of Pelham received your correspondence and endorsed the following:

**BE IT RESOLVED THAT Council receive Regional Report COTW 1-2019, Minute Item 6.2 - Provincial Review of Regional Government; and**

**THAT Council endorse and support the letter from the Local Area Municipal Mayors requesting that the Region undertake a procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 Niagara Municipalities on government relations, public polling and communications with regard to the provincial government review of regional government.**

On behalf of Council, thank you for your correspondence.

Yours very truly,



(Mrs.) Nancy J. Bozzato, *Dipl.M.M., AMCT*  
Town Clerk

/hw

cc: Local Area Clerks



## CITY OF PORT COLBORNE

Municipal Offices  
66 Charlotte Street  
Port Colborne, Ontario  
L3K 3C8  
[www.portcolborne.ca](http://www.portcolborne.ca)

CORPORATE SERVICES DEPARTMENT, CLERK'S DIVISION

March 26, 2019

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

Dear Ann-Marie Norio,

**Re: Region of Niagara Re: Provincial Review of Regional Government**

Please be advised that, at its meeting of March 25, 2019, the Council of The Corporation of the City of Port Colborne resolved as follows:

That the letter received from the Region of Niagara regarding a letter from the Local Area Municipal Mayors, dated March 6, 2019 respecting Provincial Review of Regional Government, for consideration by respective Councils, be supported.

For more information, please contact Amber LaPointe at 905-835-2901 ext. 106 or [cityclerk@portcolborne.ca](mailto:cityclerk@portcolborne.ca).

Sincerely,

Amber LaPointe  
City Clerk

ec: Local Area Municipalities



March 19, 2019

Ann-Marie Norio  
Regional Clerk Niagara Region  
1815 Sir Isaac Brock Way, P.O. Box 1042 Thorold, ON  
L2V 4T7  
Sent via email to [Ann-Marie.Norio@niagararegion.ca](mailto:Ann-Marie.Norio@niagararegion.ca)

**Re:** Communications Market Research Polling Firm Procurement

Dear Ms. Norio,

Please be advised that at its meeting held on March 18, 2019, St. Catharines City Council approved the following motion:

That the City of St. Catharines City Council endorses the request from the Region of Niagara Mayors, regarding their request to undertake the procurement of a Communications Market Research Polling firm to poll the area municipalities at no cost to the City; and

That the area CAOs coordinate sample questions for the public polling; and

That the CAO work with corporate communications to share the public polling information with residents and taxpayers and report back to Council on the outcomes of the consultation and polling and next steps in the provincial governance review; and

That that the poll involve questions particular to the City of St. Catharines; and

Further, that staff consult with the Task Force regarding questions to be asked; and

That Council recommend the Region of Niagara select a consulting firm that is not associated with any political party.

If you have any questions, please contact the Office of the City Clerk at extension 1524.

A handwritten signature in black ink, appearing to read "Bonnie Nistico-Dunk".

Bonnie Nistico-Dunk, City Clerk  
Legal and Clerks Services, Office of the City Clerk  
:kn



# Thorold

March 21, 2019

Office of the Regional Clerk  
Niagara Region  
1815 Sir Isaac Brock Way, P.O. Box 1044  
Thorold, ON L2V 4Y6

[Ann-Marie.Norio@niagararegion.ca](mailto:Ann-Marie.Norio@niagararegion.ca)

Attention: Ann-Marie Norio, Regional Clerk

Dear Ms. Norio:

**Re: Provincial Review of Regional Governance**

Please be advised Thorold City Council, at its March 19, 2019 meeting, adopted the following recommendations of Chief Administrative Officer's Report CAO2019-03:

1. That Thorold City Council support the letter received from the Niagara Region's Committee of the Whole meeting held on Thursday, March 7, 2019 about a joint letter from Local Area Municipal Mayors, dated March 6, 2019 respecting Provincial Review of Regional Government.
2. That the Chief Administrative Officer be directed to forward Council's decision on this matter to the Niagara Region before March 28, 2019.

Yours truly,

Donna Delvecchio,  
City Clerk

DD:cd

ec: M. Dilwaria, Chief Administrative Officer

---

**City of Thorold**

P.O. Box 1044, 3540 Schmon Parkway, Thorold, Ontario L2V 4A7

[www.thorold.com](http://www.thorold.com)

Tel: 905-227-6613



# Township of Wainfleet

*"Wainfleet - find your country side!"*

March 27, 2019

Niagara Region  
1815 Sir Isaac Brock Way  
P.O. Box 1042  
Thorold, ON L2V 4T7

Sent Electronically

Attention: Ann-Marie Norio, Clerk

Dear Ms. Norio,

**RE: Provincial Government Review of Regional Government  
COTW 1-2019 Minute Item 6.2**

Please be advised that, at its meeting of March 26, 2019, the Council of the Corporation of the Township of Wainfleet enacted the following resolution regarding Administration Staff Report ASR-011/2019 (copy attached) relating to the Request from Niagara Regional Council re: Provincial Review of Regional Government:

**THAT** this report be received; and

**THAT** the correspondence dated March 8, 2019, attached as Appendix "A", from Niagara Region regarding Provincial Review of Regional Government be received; and

**THAT** the Council of the Township of Wainfleet endorse the request from Regional Council:

***"THAT** the Region undertake the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 local area municipalities on government relations, public polling and communications in regard to the Provincial Government Review of Regional Government"; and*

**THAT** the Council of the Township of Wainfleet direct the CAO to coordinate efforts for the Township in this endeavour; and

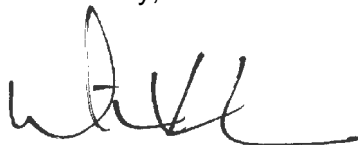
**THAT** a copy of this resolution be forwarded to the Local Area Municipalities and Niagara Region.

In supporting the resolution, Wainfleet Council also requested that the following comments and concerns be shared with Regional Council and with the Councils of the Local Area Municipalities:

- the need to be wary of any potential duplication of expertise or capacity that may arise between the proposed Government Relations/Communications firm and expertise/capacity that may otherwise already be available within the workforce(s) of the Region and/or Local Area Municipalities;
- the need for appropriate cost containment, as even though Niagara Region has been identified as the funding source of the exercise: there is really only a single property taxpayer within the Region; and
- the need to ensure that Niagara Region and Local Area Municipalities receive true value for the services to be rendered.

The Council of the Corporation of the Township of Wainfleet respectfully requests your consideration of the above.

Yours Truly,

A handwritten signature in black ink, appearing to read 'W. Kolasa', with a stylized flourish at the end.

William J. Kolasa  
Chief Administrative Officer

## ADMINISTRATION STAFF REPORT

ASR-011/2019

**TO:** Mayor Gibson & Members of Council

**FROM:** W. Kolasa, Chief Administrative Officer/Clerk

**DATE OF MEETING:** March 26, 2019

**SUBJECT:** Request from Niagara Regional Council re: Provincial Review of Regional Government

---

### **RECOMMENDATION(S):**

**THAT** this report be received; and

**THAT** the correspondence dated March 8, 2019, attached as Appendix "A", from Niagara Region regarding Provincial Review of Regional Government be received; and

**THAT** the Council of the Township of Wainfleet endorse the request from Regional Council:

***"THAT** the Region undertake the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 local area municipalities on government relations, public polling and communications in regard to the Provincial Government Review of Regional Government"; and*

**THAT** the Council of the Township of Wainfleet direct the CAO to coordinate efforts for the Township in this endeavour; and

**THAT** a copy of this resolution be forwarded to the Local Area Municipalities and Niagara Region.

### **EXECUTIVE SUMMARY:**

The purpose of this report is to provide Council with details of a resolution from Niagara Region's Committee of the Whole regarding the ongoing Provincial Review of Regional Government.

### **BACKGROUND:**

On February 4, 2019, the Mayors of the local area municipalities of Niagara Region and the Regional Chair issued a Statement (attached) that announced:

"Niagara's Mayors are united in support for improving governance, transparency and accountability in local government. It has been nearly 50 years since Niagara Region was formed and our communities, economy and the populations we serve have changed significantly in that time. With change comes opportunity, and we agree with the provincial government that there is room for improvement in the way Niagara works.

We share the same goals in this review: to make it easier to access services, create more efficient local government, reduce duplication and be open for business. We also agree that there are a number of ways to achieve these goals and we expect that local voices and local solutions will truly be considered.

We are already working together as Team Niagara to be open for business and attract investment, jobs, and economic development. Many local agencies and municipal services are already working together to find efficiencies and reduce duplication. We are working together to build an integrated transit system that works for all of Niagara. And we know we can do more. As Mayors, we will work together to ensure that Niagara is given an opportunity to present made-in-Niagara solutions through this regional governance review."

Recently, the Mayors held a conference call and a letter was issued, signed by all of them (forming part of Regional correspondence), on Mayor Easton's letterhead who took the lead on preparing the letter which was publicly dealt with at Regional Council on March 7, 2019.

#### **OPTIONS/DISCUSSION:**

The following motion as approved by Regional Council was forwarded to the Clerk on March 8th, 2019:

"That Correspondence Item COTW-C 02-2019, being a letter from the Local Area Municipal Mayors, dated March 6, 2019, respecting Provincial Review of Regional Government, **BE RECEIVED** and **BE CIRCULATED** to the Local Area Municipalities for consideration by their respective Councils at their next meeting for comment back to Niagara Region by March 28, 2019."

Attached to the correspondence from Niagara Region is a letter signed by all Mayors and Regional Chair. The letter outlines that there was a recent conference call among the heads of Council of the lower tier municipalities, including the Regional Chair, whereby it was agreed that they "request the Region, on behalf of the municipalities, to undertake the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 municipalities on government relations, public polling and communications in regard to the provincial government review of regional government."

As noted, Regional Council passed a motion to receive this correspondence and that it be circulated to the Local Area Municipalities for consideration by their respective Councils by March 28, 2019.

At a meeting of regional chief administrative officers held on March 8th, the Regional Council motion and correspondence regarding the Provincial Government Review was considered and all CAOs concluded to present a report to their respective Councils, before March 28<sup>th</sup>, and notify the Regional Clerk of each Council's decision. Further, a subcommittee of the CAOs was created to implement the provided direction and carry out the duties of hiring a Government Relations/Communications firm as outlined in the Mayor's correspondence as follows:

"The CAOs will coordinate this effort. They will advise on appropriate companies to be considered. The CAOs will also act in the capacity of selecting said company and preparing sample questions in advance to be used for the public polling. In their capacity as signing officers, the CAOs in their guidance to the Heads of Council will liaise with the successful bidder throughout the procurement process to ensure a successful conclusion."

**FINANCIAL CONSIDERATIONS:**

At this time, there do not appear to be any direct financial implications to the Township as Niagara Region is being tasked with the financial implementation of this project.

**OTHERS CONSULTED:**

Niagara Region Chief Administrative Officers

**ATTACHMENTS:**

Appendix "A":

- Niagara Region Correspondence re: Provincial Review of Regional Government (March 8, 2019)
- Local Area Municipal Mayors Correspondence re: Provincial Review of Regional Government (March 6, 2019)
- Statement from Niagara Mayors (February 4, 2019)

Respectfully submitted by,

---

William J. Kolasa,  
Chief Administrative Officer/Clerk



**Administration**

Office of the Regional Clerk

1815 Sir Isaac Brock Way, PO Box 1042, Thorold, ON L2V 4T7

Telephone: 905-685-4225 Toll-free: 1-800-263-7215 Fax: 905-687-4977

[www.niagararegion.ca](http://www.niagararegion.ca)

March 8, 2019

**COTW 1-2019, March 7, 2019**

**LOCAL AREA MUNICIPALITIES**

**SENT ELECTRONICALLY**

**RE: Provincial Review of Regional Government  
COTW 1-2019 Minute Item 6.2**

Committee of the Whole at its meeting held on Thursday, March 7, 2019, passed the following resolution:

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A copy of Correspondence Item COTW-C 02-2019 is attached for your reference.

Yours truly,

A handwritten signature in black ink, appearing to read "Ann-Marie".

Ann-Marie Norio  
Regional Clerk

CLK-C 2019-072



OFFICE OF THE MAYOR  
4800 SOUTH SERVICE ROAD  
BEAMSVILLE, ON L0R 1B1  
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March 6, 2019

Niagara Region  
c/o Ron Tripp  
Acting CAO

Dear Region of Niagara;  
Re: Provincial Review of Regional Government

Following the recent conference call among the heads of Council of the lower tier municipalities including the Regional Municipality of Niagara it was agreed that the 12 Mayors and Chair, whom have signed below, request that the Region, on behalf of the 13 Municipalities undertake the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 municipalities on government relations, public polling and communications in regard to the provincial government review of regional government.

Further, this item be included in the Committee of the Whole Agenda for [Thursday, March 7, 2019](#) at 6:30pm at Regional Headquarters.

The CAO's will coordinate this effort. They will advise on appropriate companies to be considered. The CAO's will also act in the capacity of selecting said company and preparing sample questions in advance to be used for the public polling.

In their capacity as signing officers, the CAO's in their guidance to the Heads of Council will liaise with the successful bidder throughout the procurement process to ensure a successful conclusion.

Heads of Council will ensure that their own Councils and Regional Council members are kept apprised of the process.



COTW-C 02-2019

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[www.lincoln.ca](http://www.lincoln.ca)

We are the Mayors and Regional Chair of the Region of Niagara and are in support of this request.

Mayor Wayne Redekop  
Fort Erie

Mayor Jim Diodati  
Niagara Falls

Mayor Bill Steele  
Port Colborne

Mayor Kevin Gibson  
Wainfleet

Mayor Jeff Jordan  
Grimsby

Lord Mayor Betty Disero  
Niagara-on-the-Lake

Mayor Walter Sendzik  
St. Catharines

Mayor Frank Campion  
Welland

Chair Jim Bradley  
Niagara Region

Mayor Sandra Easton  
Lincoln

Mayor Marvin Junkin  
Pelham

Mayor Terry Ugolini  
Thorold

Mayor David Bylsma  
West Lincoln

## **Statement from Niagara Mayors**

February 4, 2019

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Jeff Jordan, Mayor of Grimsby

Frank Campion, Mayor of Welland

Marvin Junkin, Mayor of Pelham

Jim Diodati, Mayor of Niagara Falls

Wayne Redekop, Mayor of Fort Erie

Betty Disero, Lord Mayor of Niagara-on-the-Lake

Walter Sendzik, Mayor of St. Catharines

Sandra Easton, Mayor of Lincoln

Bill Steele, Mayor of Port Colborne

Kevin Gibson, Mayor of Wainfleet

Terry Ugolini, Mayor of Thorold



**City of Welland**  
**Legislative Services**  
Office of the City Clerk  
60 East Main Street, Welland, ON L3B 3X4  
Phone: 905-735-1700 Ext. 2280 | Fax: 905-732-1919  
Email: clerk@welland.ca | www.welland.ca

March 25, 2019

File No. 19-48

SENT VIA EMAIL

Niagara Region  
1815 Sir Isaac Brock Way  
P.O. Box 1042  
Thorold, ON L2V 4T7

Attention: Ann-Marie Norio, Regional Clerk

Dear Ms. Norio:

**Re: March 19, 2019 – WELLAND CITY COUNCIL**

At its meeting of March 19, 2019, Welland City Council passed the following motion:

**“THAT THE COUNCIL OF THE CITY OF WELLAND receives for information the correspondence from the Regional Municipality of Niagara, COTW 1-2019, regarding the Provincial Review of Regional Government attached to Report CAO-2019-02 as Appendix I; and further THAT Welland City Council supports the Regional Municipality of Niagara in undertaking the procurement of and facilitation for finances to hire a Government Relations/Communications firm to conduct public polling and provide related communications with Niagara residents regarding the provincial government review of regional government.”**

Yours truly,



Tara Stephens  
City Clerk

TS/cap

c.c.: Local Area Municipal Clerks, sent via email  
G. Long, Chief Administrative Officer

*Bridging the past, present and future*

**COUNCIL**  
**OFFICE OF THE CAO**

APPROVALS	
GENERAL MANAGER	
CFO	
CAO	

19-59

**REPORT CAO-2019-02**  
**MARCH 19, 2019**

**SUBJECT: PROVINCIAL REVIEW OF REGIONAL GOVERNMENT – UPDATE**

**AUTHOR: GARY LONG, CAO**

**RECOMMENDATIONS:**

THAT THE COUNCIL OF THE CITY OF WELLAND receives for information the correspondence from the Regional Municipality of Niagara, COTW 1-2019, regarding the Provincial Review of Regional Government attached to Report CAO-2019-02 as Appendix I; and further

THAT Welland City Council supports the Regional Municipality of Niagara in undertaking the procurement of and facilitation for finances to hire a Government Relations/Communications firm to conduct public polling and provide related communications with Niagara residents regarding the provincial government review of regional government.

**ORIGIN AND BACKGROUND:**

The Minister of Municipal Affairs and Housing, the Honourable Steve Clark, announced on January 15, 2019, that the province will be reviewing regional governments in Ontario. This review is limited to the following nine upper tiers and lower tier municipalities: Waterloo Region, Niagara Region, Halton Region, Peel Region, York Region, Durham Region, Oxford County, Simcoe County, and Muskoka District. Minister Clark has indicated that the focus of the review is governance, decision-making, and service delivery.

Michael Fenn and Ken Seiling have been appointed as special advisors to conduct this review and provide advice and recommendations to the Minister this summer. Mr. Fenn is a former Ontario Deputy Minister, previous municipal CAO in several Ontario cities, and founding CEO of Metrolinx. Mr. Seiling is a former Chair of Waterloo Region who held that position from 1985 to 2018 and was a Councillor and Mayor in Woolwich.

The twelve mayors in Niagara and the Regional Chair had individual meetings with the special advisors on February 11, 2019, to provide their input and perspective.

**COMMENTS AND ANALYSIS:**

As a follow-up to the meetings with the special advisors, a consensus was achieved by the Heads of Council of the Local Area Municipalities, including the Regional Municipality of Niagara, to hire a government relations/communications firm to engage the local area Councils, members of the public, and business sector to seek their opinion on the Regional Government Review. The Area CAOs will coordinate this initiative and oversee the procurement process to select the successful bidder. In addition, the Area CAOs will craft sample questions to be used for public engagement.

City of Welland Council and Welland Regional Councillors will be provided regular updates by the Head of Council throughout this process.

**FINANCIAL CONSIDERATIONS:**

Costs associated with this initiative will be borne by the Regional Municipality of Niagara.

**OTHER DEPARTMENT IMPLICATIONS:**

The City's Corporate Leadership Team continues to stay informed and engaged in this process and look forward to working with Council. City staff will also be kept informed.

**SUMMARY AND CONCLUSION:**

Staff recommend that Welland City Council supports that the Regional Municipality of Niagara undertake the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise Local Area Municipalities on public relations and undertake public engagement with respect to the Province's review of regional government in Niagara.

**ATTACHMENTS:**

Appendix I – Region of Niagara Correspondence COTW 1-2019, March 7, 2019

**Administration**

Office of the Regional Clerk

1815 Sir Isaac Brock Way, PO Box 1042, Thorold, ON L2V 4T7

Telephone: 905-685-4225 Toll-free: 1-800-263-7215 Fax: 905-687-4977

[www.niagararegion.ca](http://www.niagararegion.ca)

March 8, 2019

COTW 1-2019, March 7, 2019

**LOCAL AREA MUNICIPALITIES****SENT ELECTRONICALLY****RE: Provincial Review of Regional Government  
COTW 1-2019 Minute Item 6.2**

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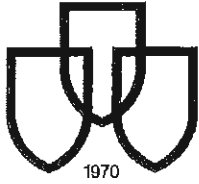
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Ann-Marie Norio  
Regional Clerk

CLK-C 2019-072

COTW-C 02-2019



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March 6, 2019

Niagara Region  
c/o Ron Tripp  
Acting CAO

Dear Region of Niagara;  
Re: Provincial Review of Regional Government

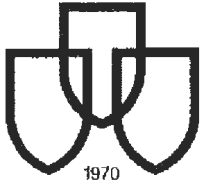
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Further, this item be included in the Committee of the Whole Agenda for Thursday, March 7, 2019 at 6:30pm at Regional Headquarters.

The CAO's will coordinate this effort. They will advise on appropriate companies to be considered. The CAO's will also act in the capacity of selecting said company and preparing sample questions in advance to be used for the public polling.

In their capacity as signing officers, the CAO's in their guidance to the Heads of Council will liaise with the successful bidder throughout the procurement process to ensure a successful conclusion.

Heads of Council will ensure that their own Councils and Regional Council members are kept apprised of the process.



OFFICE OF THE MAYOR  
4800 SOUTH SERVICE ROAD  
BEAMSVILLE, ON L0R 1B1  
Phone: 905-563-8205  
Fax: 905-563-6566  
[www.lincoln.ca](http://www.lincoln.ca)

We are the Mayors and Regional Chair of the Region of Niagara and are in support of this request.

Mayor Wayne Redekop  
Fort Erie

Mayor Jeff Jordan  
Grimsby

Mayor Sandra Easton  
Lincoln

Mayor Jim Diodati  
Niagara Falls

Lord Mayor Betty Disero  
Niagara-on-the-Lake

Mayor Marvin Junkin  
Pelham

Mayor Bill Steele  
Port Colborne

Mayor Walter Sendzik  
St. Catharines

Mayor Terry Ugolini  
Thorold

Mayor Kevin Gibson

Wainfleet

Mayor Frank Campion  
Welland

Mayor David Bylsma

West Lincoln

Chair Jim Bradley

Niagara Region

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**CLERK'S DEPARTMENT**

March 26, 2019

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

Dear Ms. Norio,

Re: Provincial Review of Regional Government – COTW 1-2019 Minute Item 6.2

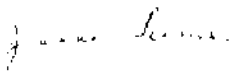
This is to confirm that on Monday, March 26, 2019, West Lincoln Township Council adopted the following resolution:

**Resolution:**

That, the correspondence from the Office of the Regional Clerk, dated March 8, 2019, relating to a letter (Item COTW-C 02-2019) from the Local Area Municipal Mayors requesting Niagara Region to hire a Government Relations/ Communications firm to advise the 13 municipalities on government relations, public polling and communications as it relates to the Provincial Review of Regional Government; be received and supported.

If you require further information or clarification do not hesitate to contact me.

Sincerely,



Joanne Scime  
Clerk

cc. Local Area Municipal Clerks