



City of Port Colborne  
Regular Meeting of Council 11-20  
Monday, April 27, 2020 – 6:30 p.m.  
Council Chambers, 3<sup>rd</sup> Floor, 66 Charlotte Street

## Agenda

**Notice:** Council will meet through electronic participation in accordance with Bill 137, the Municipal Emergency Act in order to keep the health and safety of our community as a priority. If you wish to provide public comments regarding an item on the agenda please submit to [deputyclerk@portcolborne.ca](mailto:deputyclerk@portcolborne.ca) by noon on Monday, April 27, 2020.

Watch the Council Meeting streaming live on our [YouTube Channel](#).

1. **Call to Order:** Mayor William C. Steele
2. **Introduction of Addendum Items:**
3. **Confirmation of Agenda:**
4. **Disclosures of Interest:**
5. **Adoption of Minutes:**
  - (a) Regular meeting of Council 09-20, held on March 23, 2020.
6. **Determination of Items Requiring Separate Discussion:**
7. **Approval of Items Not Requiring Separate Discussion:**
8. **Consideration of Items Requiring Separate Discussion:**
9. **Proclamations:**

None.
10. **Minutes of Boards, Commissions & Committees:**

None.
11. **Consideration of By-laws:**
12. **Adjournment:**

## Council Items:

Notes	Item	Description / Recommendation	Page
WCS MB EB RB GB FD AD DK HW	1.	<p><b><u>Chief Administrative Officer Department, Report 2020-56, Subject: COVID-19 Update</u></b></p> <p>That Chief Administrative Officer Report No. 2020-56, Subject: COVID-19 Update be received for information.</p>	7
WCS MB EB RB GB FD AD DK HW	2.	<p><b><u>Community and Economic Development Department, Parks and Recreation Division, Report 2020-52, Subject: 2020 Canal Days Marine Heritage Festival</u></b></p> <p>That, in order to safeguard the health and safety of the community, volunteers, artists, festival partners/vendors, visitors and staff, the 2020 Canal Days Marine Heritage Festival is hereby cancelled;</p> <p>That the Director of Community and Economic Development be directed to commence planning a smaller event, or series of events, to take place in the 2020 fall season, that would take place once the public health crisis is contained and economic recovery efforts commence;</p> <p>That the Canal Days Advisory Committee be directed to participate in establishing a proposed budget and in defining the scope and scale of the 2020 fall event(s).</p>	13
WCS MB EB RB GB FD AD DK HW	3.	<p><b><u>Chief Administrative Officer Department, Report 2020-57, Subject: 2020 Operating Budget Update</u></b></p> <p>That Council directs the Director of Corporate Services to reduce the 2020 Capital budget by making the following budget reductions and deferring the following projects to the 2021 budget process:</p> <ul style="list-style-type: none"> <li>• Sidewalk Replacements reduced by \$10,000</li> <li>• Downtown CIP reduced by \$150,000 (deferred to 2021)</li> <li>• Museum Capital purchases reduced by \$5,000</li> <li>• Library Capital purchases reduced by \$5,000</li> <li>• Tennessee Avenue Gate Inspection and Repairs reduced by \$25,000 (deferred to 2021)</li> <li>• Roselawn Capital Program reduced by \$20,000</li> <li>• Kinnear Park Asphalt Walkway reduced by \$20,586 (deferred to 2021)</li> <li>• Parks Picnic Table replacement reduced by \$4,414</li> <li>• Nickel Beach Capital Reserve Transfer reduced by \$10,000</li> </ul>	17

		<ul style="list-style-type: none"> <li>• City Hall carpet/paint replacement reduced by \$5,000</li> <li>• Fire Station Upgrades reduced by \$5,000</li> </ul> <p>And that Council authorizes the Director of Corporate Services to distribute the \$260,000 fund set aside by resolution of Council at the March 23, 2020 Budget Meeting as follows:</p> <ul style="list-style-type: none"> <li>• IT Cyber Security Detection and Monitoring - \$30,000</li> <li>• Engineering ArcGIS Online Cloud Based GIS System (partnership with Niagara Region) - \$10,000</li> <li>• Project Management Software - \$3,000</li> <li>• HR Manager Position - \$101,800 (planned 50% expenditure in 2020 \$55,900, including recruitment software \$5,000)</li> <li>• Head School Crossing Guard Position - \$7,000</li> <li>• Software licensing - \$54,834</li> <li>• COVID-19 Pandemic stabilization reserve - \$53,366</li> </ul>		
WCS RB AD	MB GB DK	EB FD HW	4. <b><u>Corporate Services Department, Finance Division, Report 2020-37, Subject: Cancellation, Reduction or Refund of Realty Tax</u></b>  That the applications pursuant to Section 357/358 of Municipal Act, 2001, numbered 2019-03 and 2019-09 be approved to cancel or reduce taxes in the total amount of \$4,556.97.	33
WCS RB AD	MB GB DK	EB FD HW	5. <b><u>Engineering and Operations Department, Engineering Division, Report 2020-53, Subject: Project 2020-05, Line Painting – City Wide</u></b>  That the Council of the City of Port Colborne award the Tender No. 2020-05 Line Painting – City Wide to Apex Pavement Markings Inc. of Bailieboro, Ontario, for the total tendered price of \$53,934.00 for 2020, plus applicable taxes;  That funding for Project No. 2020-05 be financed under GL Account: 0-500-74210-3328;  That the By-law be prepared and the City Clerk and Mayor be authorized to execute the Contract Agreement.	37

WCS	MB	EB	6.	<p><b><u>Engineering and Operations Department, Engineering Division, Report 2020-54, Subject: Project 2020-12, Sidewalk Construction – City Wide</u></b></p> <p>That Council of the City of Port Colborne award Tender 2020-12 Sidewalk Construction – City Wide, to Signature Contractors Windsor Inc. of Oldcastle, Ontario for the total tendered price of \$219,375.00, plus applicable taxes;</p> <p>That funding for contract 2020-12 be financed under the following GL accounts:</p> <p>0-500-74385-3328 Sidewalk Maintenance</p> <p>0-500-73651-3328 Curb Maintenance</p> <p>6-595-76320-3328 Water Service Replacements</p> <p>7-590-76230-3328 Sanitary Sewer Laterals</p> <p>3-500-33155-3328 Sidewalk Replacements (Capital Funds)</p>	39
<b>Miscellaneous Correspondence</b>					
WCS	MB	EB	7.	<p><b><u>Memorandum from Janice Peyton, Executive Assistant, DEO Re: Environmental Advisory Committee – Motion Regarding Greenhouse Gas Emissions Reduction Plan</u></b></p> <p>That the Memorandum from Janice Peyton on behalf of the Environmental Advisory Committee Re: Motion Regarding Greenhouse Gas Emissions Reduction Plan, be received for information.</p>	43
RB	GB	FD			
AD	DK	HW			
WCS	MB	EB	8.	<p><b><u>Region of Niagara Re: Considerations of City of Niagara Falls Withdrawing from Regional Waste Management Services</u></b></p> <p>That the correspondence received from the Region of Niagara Re: Considerations of City of Niagara Falls Withdrawing from Regional Waste Management Services, be received for information.</p>	45
RB	GB	FD			
AD	DK	HW			
WCS	MB	EB	9.	<p><b><u>Region of Niagara Re: Development Applications Monitoring Report – 2019 Year End (PDS 4-2020)</u></b></p> <p>That the correspondence received from the Region of Niagara Re: Development Applications Monitoring Report – 2019 Year End, be received for information.</p>	47
RB	GB	FD			
AD	DK	HW			

WCS RB AD	MB GB DK	EB FD HW	10.	<p><b><u>Region of Niagara Re: Cannabis Workshop Summary (PDS 7-2020)</u></b></p> <p>That the correspondence received from the Region of Niagara Re: Cannabis Workshop Summary, be received for information.</p>	59
WCS RB AD	MB GB DK	EB FD HW	11.	<p><b><u>Region of Niagara Re: Niagara Region 2019 Employment Inventory Results Report (PDS 5-2020)</u></b></p> <p>That the correspondence received from the Region of Niagara Re: Niagara Region 2019 Employment Inventory Results, be received for information.</p>	83
WCS RB AD	MB GB DK	EB FD HW	12.	<p><b><u>Region of Niagara Re: Niagara Official Plan – Consultation Details and Revised Framework (PDS 9-2020)</u></b></p> <p>That the correspondence received from the Region of Niagara Re: Niagara Official Plan – Consultation Details and Revised Framework, be received for information.</p>	99
<b>Outside Resolutions – Requests for Endorsement</b>					
<b>None.</b>					
<b>Responses to City of Port Colborne Resolutions</b>					
<b>None.</b>					

**Consideration of By-laws (Council Agenda Item 11)**

<b>By-law No.</b>	<b>Title</b>
6775/25/20	Being a By-law to Authorize Entering Into a Contract Agreement with Apex Pavement Markings Inc. Re: Project 2020-05, Line Painting – City Wide
6776/26/20	Being a By-law to Authorize Entering Into a Contract Agreement with Signature Contractors Windsor Inc. Re: Project 2020-12, Sidewalk Construction – City Wide
6777/27/20	Being a By-law to Adopt, Ratify and Confirm the Proceedings of the Council of The Corporation of the City of Port Colborne at its Regular Meeting of April 27, 2020



Report Number: 2020-56

Date: April 27, 2020

Subject: COVID-19 Update

**1) PURPOSE:**

This CAO generated report is provided as an update to Council on the City's COVID-19 precautions and future plans to monitor and respond to the pandemic to mitigate the effects on the City's operations and finances.

**2) HISTORY, BACKGROUND, COUNCIL POLICY, PRACTICES**

On March 13, 2020, the City activated the Emergency Operations Centre (EOC) in response to the coronavirus pandemic (COVID-19) affecting Canada, Ontario, and the Niagara Region. This effectively meant the meeting of the Emergency Control Group (ECG) – a group of senior staff and the Mayor in the EOC to plan the response to a potential emergency. Over the next few days and weeks the ECG met in a “partial” activation of the EOC; specifically the Chief Administrative Officer, Human Resource Coordinator, Health and Safety Coordinator, Community Emergency Management Coordinator, Deputy Fire Chief, and Fire Chief comprised the partial activation and a scribe was also present for all meetings. The partial ECG continue to meet, daily at first and then every other day as the situation became more stable.

**3) STAFF COMMENTS AND DISCUSSIONS**

The City's Emergency Control Group began a series of daily meetings in response to COVID-19 on March 13, 2020. From the outset, the ECG identified a list of core principles that would guide the City's response to COVID-19, these principles are:

- for the City to maintain essential services to the community throughout the emergency;
- to continue to ensure the safety and security of the public and City staff;
- to ensure the organization remains financially stable throughout COVID-19; and
- to continue to remain consistent in the City's actions with the actions of other agencies including: the Federal and Provincial government, Niagara Region and Niagara Region Public Health, Niagara Health, emergency services, and the other local municipalities in Niagara.

Based on these four principles, Staff have prepared the following update on the City's activities to date for Council's review:

## **City Facilities**

Early on in the City's pandemic response, Staff realized that in order to limit the spread of COVID-19 in the community and among staff, an interruption in service would be necessary. With this in mind, the City instituted an immediate closure of City facilities including the Vale Health and Wellness Centre, all community halls, Roselawn Centre for the Living Arts, and the Public Library. The City's Museum, Visitor Centre and Sugarloaf Harbour Marina were already closed due to the time of year; however, the decision was made to limit public access to these facilities. Similarly, public access to City facilities such as City Hall, the Fire Hall, and the Port Colborne Engineering and Operations Centre was also restricted. In addition to closing facilities, City recreation programs were also cancelled. At the time, closures were planned to be in place until April 3, the same day that the Province had announced that school closures would be lifted. Eventually, based on information that continues to be updated by health authorities, closures were extended until further notice. In the time to come, Council will receive a more detailed estimate of realistic closures based on levels of service identified and approved by Council.

All City facilities have signs directing members of the public to alternate means of accessing City services and explaining any disruptions in service as a result of COVID-19.

## **City Programs and Events**

As described above, with regards to the closure of City facilities and the need to prevent the spread of COVID-19 in the community and in the workforce, the City has suspended all programming. In addition to programming, the City has also conducted a review of City events. The City cancelled any events taking place in or at City facilities such as the annual Easter Egg Hunt and will continue to monitor COVID-19 and recommend further closures to Council. The Canal Days Marine Heritage Festival has also been the subject of staff review. A recommendation was made to the City's Canal Days Committee and a report will be presented to Council at the April 27 Council meeting.

## **Workplace Precautions**

Among the numerous Provincial Orders issued as a result of COVID-19, the Province has also ordered that all non-essential workplaces must be closed to help stop the spread of the coronavirus. The Province has declared Ontario's municipalities as essential workplaces, meaning that the City can continue to operate to provide services to the community and maintain infrastructure. In order to do so safely, the City has put precautions in place to protect staff.

Outside workers have been split into four distinct groups that use separate vehicles and equipment and report to two distinct workplaces to start shifts. This separation is intended to insulate each group of staff from the spread of coronavirus if one or more employees becomes infected.



Inside workers have been equipped to work remotely so that City facilities can operate with the bare minimum staffing levels necessary to remain operational. Staff that cannot work remotely due to workload or technological barriers have been reassigned to other areas of the City or have been subject to layoff due to shortage of work. The City will continue to monitor this situation and make adjustments to the staff complement and working arrangements as necessary. An additional precaution that the City has put in place is a requirement for staff and their immediate alternate to be segregated to prevent illness from spreading among workers that perform the same duties or act in the absence of a coworker in order to allow for business continuity should some staff contract the coronavirus.

### **Recovery**

The ECG and the City's Directors continue to meet to discuss recovery plans for the period in the future when COVID-19 is declared over. The City will require a strategic path to reopening public facilities and resuming programming. The manner in which recovery is executed will depend on the time of year. City management will continue to monitor COVID-19 and plan the recovery efforts; a recommendation will be forthcoming to Council for approval.

The City's Economic Development Officer has undertaken an exercise with the business community, the Chamber of Commerce, and the Business Improvement Areas in Port Colborne to assess recovery needs from stakeholders in the City. Staff will continue to prepare for the best possible outcomes for this essential sector of the community upon the end of COVID-19.

The City's built infrastructure may require remedial capital work in order to prepare for recovery – that is, it is possible there will be changes in the manner in which the public physically accesses City facilities and there may be a period of time that construction is required to allow that access.

Likewise, there will be a Human Resources component to the recovery initiatives as any staff that are recalled from layoffs will be brought back into the workforce and any positions that have become vacant since COVID-19 will be subject to recruitment.

#### **4) OPTIONS AND FINANCIAL CONSIDERATIONS:**

Staff is aware that there will be financial impacts due to the COVID-19 pandemic as it relates to the 2020 Municipal Budget. The City will realize lost revenue due to the closure of City facilities and cancellation of programs (e.g. ice rentals, boat slip rentals, leases of City facilities, etc.). Furthermore, City staff expect an increase in expenditures due to acquiring materials for the COVID-19 response and some increased levels of service (e.g. cleaning supplies, information technology resources, staff overtime, etc.). It is staff's intention to conduct a complete scan of the City's operations to identify areas where savings can be found to offset the financial impact of the COVID-19 response, this could include delaying or cancelling projects, a staff hiring freeze, and, as a last resort, laying

off staff.

Staff intend to bring a more detailed report to a Council meeting in May outlining the financial impacts of COVID-19 as well as recommendations to mitigate these impacts.

### **Business Continuity**

Based on the precautions in place to prevent the spread of coronavirus in the workplace and the expected financial consequences as a result of COVID-19, staff have planned for business continuity in the short, medium, and long-term.

Staff immediately implemented a hiring freeze for vacant full-time positions, excluding essential workers, as well as reassignments or layoffs for part-time workers and crossing guards. Additionally, the seasonal recruitment of summer students has been suspended.

The City Directors are also conducting a level of service review to determine if there are areas that require more or less resources than normal due to COVID-19. Part of this exercise includes determining the level of service that the City can provide in each functional area if there is an outbreak of COVID-19 in the workplace and the available workforce is reduced due to illness. Similarly, a reduced level of service may be necessary if it is determined that the impact of COVID-19 on the City's finances is such that cost reductions are necessary in the fiscal year to mitigate the impact.

**a) Do nothing.**

Not applicable.

**b) Other Options**

Not applicable.

**5) COMPLIANCE WITH STRATEGIC PLAN INITIATIVES**

Not applicable.

**6) ATTACHMENTS**

None.

**7) RECOMMENDATION**

That Chief Administrative Officer Report No. 2020-56, Subject: COVID-19 Update be received for information.

8) SIGNATURES

Prepared on April 20, 2020 and  
respectfully submitted by:

A handwritten signature in black ink, appearing to read "C. Luey", followed by a period.

C. Scott Luey  
Chief Administrative Officer

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Report Number: 2020-52

Date: April 27, 2020

**SUBJECT: 2020 Canal Days Marine Heritage Festival**

**1) PURPOSE:**

The purpose of this report is to provide, based on the information available at this time, a summary of impacts that COVID-19 is anticipated to have on this year's Canal Days Marine Heritage Festival ("Canal Days"). In addition, this report presents a recommendation from the Canal Days Advisory Committee for Council's consideration and approval.

**2) HISTORY, BACKGROUND, COUNCIL POLICY, PRACTICES:**

The information outlined in this report was presented to the City's Emergency Control Group, Chief Administrative Officer and Communications Officer on April 4, 2020 and, later, to the Canal Days Advisory Committee at its meeting of April 15, 2020. This report has been prepared using the input and recommendations of staff, the festival's production management team, public health and government guidelines/orders.

**3) STAFF COMMENTS AND DISCUSSIONS:**

The COVID-19 pandemic is having a significant impact on the economic and tourism industries, including Ontario festivals and events. On March 29, 2020, the provincial government officially prohibited social gatherings of more than five people amid the pandemic. Mass participation events, festivals, and programs, have therefore been cancelled throughout Ontario, and several significant municipally-operated festivals have recently been cancelled. For example, the Sound of Music Festival issued a media release on March 30, 2020 (75 days before the scheduled event) advising the 2020 Burlington Sound of Music Festival (scheduled to take place from June 14 to 21, 2020) has been cancelled. In light of the developing situation around COVID-19, Community and Economic Development Department staff undertook a review and analysis of impacts on this year's Canal Days Marine Heritage Festival. As noted above, the information was presented to the Canal Days Advisory Committee (the "Committee") on April 15, 2020. At that meeting, the Committee recommended the City take additional precautionary measures in response to the COVID-19 pandemic by cancelling the 2020 Canal Days Marine Heritage Festival, and prepare to host a smaller event, or series of separate events in the fall season, once the public health crisis is contained and economic recovery efforts are underway.

**Rationale:**

Cancellation is recommended in order to safeguard the health and safety of the community, volunteers, artists, festival partners/vendors, visitors and staff.

This option is also considered prudent when considering the festival's financial impact on the municipality, particularly in light of COVID-19. Presently, the City has incurred

approximately \$5,000 in expenses associated with this year's event. These expenses consist of contract deposits (non-refundable). Contract agreements and financial deposits are presently on hold and minimal financial transactions have taken place to-date (thus limiting the City's current contractual and financial exposure). Furthermore, financial and in-kind support of City sponsors is an important component of the festival's viability, and, the City's sponsorship activities were recently postponed as a result of the pandemic. Consequently, if the festival were to proceed on its regularly scheduled date, a scaled-down event would have to be offered this year. For this reason, the size and scale of this year's festival has already been impacted by COVID-19.

**Communications:**

Once direction has been received, the Community and Economic Development Department will work with the Communications Officer to prepare public communication materials.

**Canal Days Advisory Committee and Planning for Fall Event:**

As noted above, the Committee has recommended the City plan to host a smaller event (or series of events) in the fall, once the public health crisis stabilizes and economic recovery efforts commence. The Committee further recommends Council provide it with the mandate of overseeing the planning process for this event. Should Council approve the recommendation of this report, staff will begin the planning process, and schedule meetings with the Canal Days Advisory Committee in order to obtain budget and planning guidance.

**Conclusion:**

In order to preserve the safety and well-being of the community, the Canal Days Advisory Committee recommends Council proceed with cancelling the 2020 Canal Days Marine Heritage Festival, and that Council direct staff, with participation of the Committee, to prepare to host a smaller event, or series of separate events in the fall season, once the public health crisis is contained and economic recovery efforts are underway.

**4) OPTIONS AND FINANCIAL CONSIDERATIONS:**

**a) Do Nothing:**

Council may receive and file this report. Under this option, the 2020 Canal Days Marine Heritage Festival would continue this year. For the reasons outlined above, this option is not recommended.

**b) Other Options:**

**i) Postpone:**

Under this option, Council could determine to postpone the Canal Days Marine Heritage Festival until later this year. A determination regarding the rescheduled date would be made once public health guidelines and government orders have been lifted and/or reduced to the point where large public gatherings are once again permitted. This option is not recommended.

**ii) Continue to Monitor and Postpone Determination:**

Under this option, Council would postpone making a final determination on the

Canal Days Marine Heritage Festival at this time. City staff would, as a result, be tasked with continuing their efforts in monitoring COVID-19 developments during the upcoming weeks and months. Under this option, a final determination would be required by May 14, 2020 (at the latest). If this is determined to be the preferred option, public communication would be issued indicating the City is continuing to monitor the COVID-19 crisis and a final determination on this year's festival will be announced by May 18, 2020 (and reiterating the City's commitment to safeguarding public health and safety and its continued adherence to the guidelines issued by public health, and provincial and federal governments). Under this option, a Canal Days Advisory Committee meeting would be scheduled during the week of May 4, 2020 in order for staff to present further information that may have arisen since this meeting and, for the Committee to make a final recommendation to Council regarding this year's festival. This option is not recommended.

**5) COMPLIANCE WITH STRATEGIC PLAN INITIATIVES:**

This report supports the pillar of Innovation and Building Capacity under the City's Parks and Recreation Master Plan, in order to deliver and design programs, services and facilities that are responsive to evolving community needs.

**6) ATTACHMENTS:**

None.

**7) RECOMMENDATION:**

That, in order to safeguard the health and safety of the community, volunteers, artists, festival partners/vendors, visitors and staff, the 2020 Canal Days Marine Heritage Festival is hereby cancelled;

That the Director of Community and Economic Development be directed to commence planning a smaller event, or series of events, to take place in the 2020 fall season, that would take place once the public health crisis is contained and economic recovery efforts commence.

That the Canal Days Advisory Committee be directed to participate in establishing a proposed budget and in defining the scope and scale of the 2020 fall event(s).

**8) SIGNATURES:**

Prepared on April 15, 2020 by:



Ashley Grigg  
Director of Community and  
Economic Development

Reviewed and respectfully submitted by:



C. Scott Luey  
Chief Administrative Officer

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Report Number: 2020-57

Date: April 27, 2020

Subject: 2020 Operating Budget Update

**1) PURPOSE:**

This CAO generated report is provided as a follow up to the City Council Budget Report that was approved on March 23, 2020.

**2) HISTORY, BACKGROUND, COUNCIL POLICY, PRACTICES**

The City's 2020 Operating, Capital, and Water/Wastewater budgets were considered at the March 23, 2020 Council Meeting. This Council Meeting was abbreviated due to the COVID-19 pandemic. At the time, there was a feeling among staff and Council that the budget, although approved at that meeting, could be revisited in April. In light of the continued progression of the pandemic and the government restrictions in place as a response, it is Staff's opinion that the budget that was approved on March 23, 2020 will be the final budget for the fiscal year.

Working within the budget that was approved on March 23, 2020 will not prove problematic for staff. There will be some future reporting around the financial impact of the pandemic and how Staff will work within the existing budget to mitigate that impact. However, unresolved from the approved budget is the distribution of the \$260,000 Infrastructure Levy that was set aside by Council resolution at the budget meeting.

This report has been prepared to recommend the most appropriate distribution of that amount in the 2020 fiscal year.

**3) STAFF COMMENTS AND DISCUSSIONS**

The \$260,000 amount was included in the Capital Program for 2020. As such, these funds were allocated for projects in the budget. The resolution of Council to earmark these funds for other uses requires the reduction of the Capital Budget by \$260,000. Staff have identified \$260,000 in deferred projects from the approved Capital Projects as follows:

- Sidewalk Replacements reduced by \$10,000
- Downtown CIP reduced by \$150,000 (deferred to 2021)
- Museum Capital purchases reduced by \$5,000
- Library Capital purchases reduced by \$5,000
- Tennessee Avenue Gate Inspection and Repairs reduced by \$25,000 (deferred to 2021)
- Roselawn Capital Program reduced by \$20,000

- Kinnear Park Asphalt Walkway reduced by \$20,586 (deferred to 2021)
- Parks Picnic Table replacement reduced by \$4,414
- Nickel Beach Capital Reserve Transfer reduced by \$10,000
- City Hall carpet/paint replacement reduced by \$5,000
- Fire Station Upgrades reduced by \$5,000

These reductions are further identified in Appendix A to this report, Capital Budget Reductions.

In the spirit of the direction of Council at the budget meeting, Staff are prepared to offer the following recommendations to distribute the \$260,000 fund identified during the budget process:

- IT Cyber Security Detection and Monitoring - \$30,000
- Engineering ArcGIS Online Cloud Based GIS System (partnership with Niagara Region) - \$10,000
- Project Management Software - \$3,000
- HR Manager Position - \$101,800 (planned 50% expenditure in 2020 \$55,900, including recruitment software \$5,000)
- Head School Crossing Guard Position - \$7,000
- Software licensing - \$54,834
- COVID-19 Pandemic stabilization reserve - \$53,366

These projects are further identified in Appendix B – Budget Supporting Documents, except for the final item, COVID-19 Pandemic stabilization reserve. Staff recommend this amount be held in reserve until the full financial impact of the municipal response to the pandemic is reported to Council. At that time, Council could choose to use these funds to mitigate the financial impact of the pandemic. Council will also note that the HR Manager position is planned to be realized at 50% of the budgeted amount due to recruitment mid-way through the fiscal year. Staff recommend that any savings of salary and benefits from that position be added to the COVID-19 Pandemic stabilization reserve.

#### **4) OPTIONS AND FINANCIAL CONSIDERATIONS:**

There is no impact on the 2020 or 2021 property tax rate as a result of this report. This report strictly identifies the recommended distribution of the \$260,000 fund set aside during budget deliberations.

##### **a) Do nothing.**

If Council chooses to do nothing, the \$260,000 fund will remain in a Capital Reserve for future projects; this was not the intention of the March 23, 2020 resolution of Council. (Not Recommended).

**b) Other Options**

Council could direct Staff to identify different projects to pursue with funding provided by the \$260,000 fund that was set aside at the March 23, 2020 budget meeting. (Not Recommended).

**5) COMPLIANCE WITH STRATEGIC PLAN INITIATIVES**

Not Applicable.

**6) ATTACHMENTS**

Appendix A – Capital Budget Reductions  
Appendix B – Budget Supporting Documents

**7) RECOMMENDATION**

That Council directs the Director of Corporate Services to reduce the 2020 Capital budget by making the following budget reductions and deferring the following projects to the 2021 budget process:

- Sidewalk Replacements reduced by \$10,000
- Downtown CIP reduced by \$150,000 (deferred to 2021)
- Museum Capital purchases reduced by \$5,000
- Library Capital purchases reduced by \$5,000
- Tennessee Avenue Gate Inspection and Repairs reduced by \$25,000 (deferred to 2021)
- Roselawn Capital Program reduced by \$20,000
- Kinneer Park Asphalt Walkway reduced by \$20,586 (deferred to 2021)
- Parks Picnic Table replacement reduced by \$4,414
- Nickel Beach Capital Reserve Transfer reduced by \$10,000
- City Hall carpet/paint replacement reduced by \$5,000
- Fire Station Upgrades reduced by \$5,000

And that Council authorizes the Director of Corporate Services to distribute the \$260,000 fund set aside by resolution of Council at the March 23, 2020 Budget Meeting as follows:

- IT Cyber Security Detection and Monitoring - \$30,000
- Engineering ArcGIS Online Cloud Based GIS System (partnership with Niagara Region) - \$10,000
- Project Management Software - \$3,000
- HR Manager Position - \$101,800 (planned 50% expenditure in 2020 \$55,900, including recruitment software \$5,000)
- Head School Crossing Guard Position - \$7,000

- Software licensing - \$54,834
- COVID-19 Pandemic stabilization reserve - \$53,366

**8) SIGNATURES**

Prepared on April 20, 2020 and  
respectfully submitted by:

A handwritten signature in black ink, appearing to read "C. Luey", followed by a period.

C. Scott Luey  
Chief Administrative Officer

CITY OF PORT COLBORNE  
2020 BUDGET  
CAPITAL PROJECTS - APPROVED

		2020 Est Cost	Capital Levy Funds	Reduce Capital Projects	Reserve Funds	Grant/Other Funds	
Sidewalk Replacements	Annual allocation	135,000	135,000	10,000			
Road Resurfacing Program	Annual allocation	1,145,194	480,194			665,000	Fed Gas Tax 2020- Roads
Road Resurfacing Program	Allocate to Crack Sealing Operations	33,000	33,000				Operating Budget - Account Dr 0-500-73500-3328 Contract Services and Cr 0-500-63500-2915 Tsf from Capital
Road Resurfacing Program	Roads Debenture	34,567	34,567				Operating budget - debenture cost for roads- accounts Dr 0-500-73210-3503 and 0-500-73210-3510 with Cr 0-500-63500-2915
Council	Downtown CIP-Phase 1 Clarence St/West St to Catharine St	150,000	150,000	150,000			2019/2020 Capital Levy
Comm Services	Downtown - Trash Receptacles	50,000	50,000				purchased 40 garbage containers in downtown core@\$1,206 each plus HST
Vehicles and Equipment	Annual allocation	400,000	400,000				Annual Replacements / Building-replace 2008 Nissan Sentra / Eng
Museum	unfunded museum log cabin	11,000	11,000				Project-02 1/2 ton truck due to restructuring funding 2020/2021
Museum	Accessibility - repair sidewalk to Heritage Resource Centre	10,000	10,000				Protect foundation to Centre and accesibility to Accessible washroom in Centre
Museum	Exhibit Cases	5,000	5,000				Replacement of cases from 1975
Museum	Cedar shingles	10,000	10,000				2nd year of project to treat and repair of 6 roofs
Museum	Building equip/repairs	10,000	10,000	5,000			Lifeboat preservation and upgrade garage of Arabella's
Library	Library capital	50,000	50,000	5,000			per library capital budget
Library	increase to capital budget-accessible and security						Enabling Accessibility Fund Grant - \$29,402
IT	Annual allocation for computers	140,950	140,950				See IT Spreadsheet
Planning/Community Services	Plotter for second floor	10,000	10,000				replace existing plotter for printing plans and diagrams
Operations	Tennessee Ave Gate Inspection & Repairs (Councillor Request)	25,000	25,000	25,000			Project ENG 2020-06 (Consultant to inspect gates and repair pillars)
Operations	At Grade Rail Crossing Improvements (Council Request)	100,000	61,761		38,239		Project ENG 2020-11 (Works required based on RFP for inspections done)
Operations	Flashing Speed Zone Amber Beacons (Councillors Request)	25,000	25,000				Project OPS-03 (install a 40km/hr beacons at Saint Therese School-Killaly St E)
Operations	Roadwatch Monitoring System in Winter Control Vehicles	6,300	6,300				Project OPS-19 (Equip 9 vehicles to monitor road conditions)
Facility Maintenance	Roselawn - annual allocation	100,000	100,000	20,000			
Facility Maintenance	VHWC - Washroom and Dressing room tiles	37,500	37,500				Replacement of all rooms with tiles missing or loose
Facility Maintenance	Bethel Community Centre	16,000	16,000				Furnace replacement & hazardous material removal in area-2020/2021
Facility Maintenance	Bethel Community Centre	7,000	3,000		4,000		Project F2020-09 install outside security lights/accessibility items/flooring
Facility Maintenance	Sherkston community Centre	2,500	2,500				Project F2020-11 install exterior lights/accessibility issues
Facility Maintenance	Animal Shelter	6,500	1,500		5,000		Project F2020-08 Air Exchanger/replace hot water heater & ventilation
Facility Maintenance	City Hall - Replacement of Windows over 3 years	85,000	40,000		45,000		2019 - 3rd floor/ 2020 - 2nd floor \$40,000/ 2021 - 1st floor \$40,000
Facility Maintenance	Fire Hall	67,500	30,568		36,932		Project F2020-01 (Facility repairs-roof/bay floors/lighting/walls and paint
Facility Maintenance	Operations Centre	199,000	199,000				Project F2020-02 (Various items)
Facility Maintenance	Lighthouse on Main St	13,500	13,500				Project FAC 2020-05 (Restoration of outside of building)
Facility Maintenance	Marina Restaurant Flooring	42,000	42,000				Project F2020-04 (Flooring replacement)
Parks and Recreation	Canada Summer Games 2021	7,500	7,500				3rd year of 4 yr commitment to Sport Tourism Capital Reserve - \$30,000
Parks and Recreation	13 for 13 Cultural Program-2021 Canada Games Event	5,000	5,000				Project #28 Comm Services (Cultural Event yr 1 of 2 funding)
Parks and Recreation	West St Electrical Infrastructure for Canal Days	5,000	5,000				fund over 3 years-2nd of 3 years
Parks and Recreation	VHWC-Landscape Improvements (Councillor Request)	20,000	20,000				Project #22 Comm Services
Parks and Recreation	VHWC-Berm Headwall housing Opening Stone (Councillor Request)	20,000	20,000				Project #23 Comm Services
Parks and Recreation	HH Knoll Park-Enhancement to Flower Carpet Bed	4,500	4,500				Project #19 Comm Services
Parks and Recreation	HH Knoll Park-Landscaping Project	3,500	3,500				Project #31 Comm Services
Parks and Recreation	Kinnear Park-Replace Asphalt Walkway	20,586	20,586	20,586			Project #14 Comm Services
Parks and Recreation	Picnic Tables-Replace in various parks and repairs	33,451	33,451	4,414			Project #18 Comm Services
Parks and Recreation	Parks-replace 500 feet of Panel Fence	4,500	4,500				Project #20 Comm Services
Parks and Recreation	Friendship Trail(East West)-Replace Asphalt	32,938	32,938				Project #13 Comm Services
Nickel beach	Capital Reserve Fund	50,000	25,000	10,000	25,000		annual allocation to capital reserve for Nickel Beach
Marina	Hydro Pedestal Replacements-10 per year	15,000	15,000				Project #33 Comm Services
Marina	Dock Float Replacements-16 floats per year	11,000	5,500		5,500		annual amount to replace 16 floats per year
City Hall	replace portions of carpeting/painting etc	10,000	10,000	5,000			
City Hall	3rd Floor Furniture Replacement	54,420	10,420		44,000		Council chambers/Library/Committee Room 3
Fire Dept	bunker gear replacement/helmets	20,000	5,150		14,850		
Fire Dept	Annual Fire Equipment	15,000	15,000				replace fire and safety equipment
Fire Dept	Fire Safety Initiative	15,000	15,000				Smoke and Carbon Monoxide Alarm Program
Fire Dept	Auto Extrication/Air Bags Lifting Device	15,000	1,875		13,125		Current equipment will expire. Includes chains and glass cutters/hand tools

**CITY OF PORT COLBORNE  
2020 BUDGET  
CAPITAL PROJECTS - APPROVED**

		2020 Est Cost	Capital Levy Funds	Reduce Capital Projects	Reserve Funds	Grant/Other Funds	
Fire Dept	Fire Station Upgrades	10,000					Painting/carpets/computers/office furniture
Fire Dept	Radio System Back-up	15,000	15,000				current equipment is no longer supported
Nickel beach	Waterfront Development Master Plan	50,000				50,000	Project #1 Comm Services-phase 1 conceptual phase 2 design and build (Vale Community Investment Fund)
Nickel beach	Waterfront Development Project	2,843,500				2,843,500	Project #2 Comm Services-Investing in Canada Grant Application-Recreation \$2,085,139 (Vale Community Investment Fund \$758,361)
Nickel beach	Bike Lane Project-Welland St from Clarence St	487,920				487,920	Project #3 Comm Services-Investing in Canada Grant Application-Public Transit \$348,814 (Vale Community Investment Fund \$139,106)
Nickel beach	Parking Lot	338,500			35,967	302,533	Beach Reserve
Parks and Recreation	HH Knoll Park Improvements (FedDev Ont Grant)	200,000				200,000	Solar Lighting/Wayfinding Signage/Accessibility Sidewalk/Facilities lighting
Parks and Recreation	VHWC- 2 - 70" monitors for promotion and tournament stats	10,000				10,000	donation from Golden Puck Hockey over 2 years
Parks and Recreation	Roselawn Interior Renovation/Rehabilitation	2,559,700			682,672	1,877,028	Project #5 Comm Services-Investing in Canada Grant Application-Recreation
Facility Maintenance and Parks and Recreation	Roselawn-Condition Assessment	15,000			15,000		Project #4 Community Services - Condition assessment-interior finish/mechanical,electrical and structure. Waiting for outcome of grant funding applied for to determine extent of the scope of work.
Facility Maintenance	Roselawn	5,500			5,500		New kitchen windows and raised roof repairs
Facility Maintenance	Roselawn	20,000			20,000		Main theatre entrance roof replacement
Facility Maintenance	Roselawn	8,500			8,500		Replace the Public Announcement (PA) Speaker System
Facility Maintenance	VHWC - Lighting upgrades	50,000				50,000	Federal Gas Tax
Facility Maintenance	Humberstone Centennial Park	6,500			6,500		Project F2020-06 (Pavilion LED lighting and electrical upgrades)
Facility Maintenance	Soccer Building	5,000			5,000		Project F2020-03 (pump for sanitary sewer system)
Economic Development	Tourism Strategy and Cruise Destination Business Case (Council Reported)	200,000			200,000		Includes capital works on King St property for temporary welcome centre-infrastructure reserve
Operations	Cruise Ship Berthing Facility (Council Reported)	10,000			10,000		Project ENG 2020-09 (Design concepts with 3D renderings of final concept)-infrastructure reserve
Operations	Building Demolitions-11 King St Facility (Council Reported)	35,000			35,000		Project ENG 2020-10 (Demolish sand dome and pump house)-infrastructure reserve
Operations	Elm St & Elgin St Intersection Improvements (Complaint to Councillors)	50,000			50,000		Project ENG 2020-07 (Resolve safety issues with the intersection)
Operations	Lake End Access Gates (Councillors Request)	22,500			22,500		Project ENG 2020-08 (Install lockable gates at lake end roads)
Parks and Recreation	Overholt Cemetery Expansion	80,330			80,330		Project #30 Comm Services
Parks and Recreation	Skateboard Park Parking Lot	4,000			4,000		Project #15 Comm Services (2020 request)
Parks and Recreation	HH Knoll Park-Replace Asphalt Walkways	55,326			55,326		Project #11 Comm Services
Parks and Recreation	Sunset Park-New Asphalt Walkway & Swingset	33,985			33,985		Project #16 Comm Services
Parks and Recreation	Soccer Complex-Wood Bridges Replacements	17,600			17,600		Project #10 Comm Services
Parks and Recreation	VHWC-Floor Scrubber Replacement	10,000			10,000		Project #21 Comm Services
Marina	Replacement of Dock #6	250,000			250,000		Project #36 Comm Services
Marina	Marine Moblie Lift-Automatic Greasing System	10,000			10,000		Project #34 Comm Services
IT	City Hall Server Room Relocation	180,000			180,000		Provide a secure location in basement/provide needed office space first floor
IT	Genetec Security System Upgrade	3,000			3,000		All security cameras and door controllers/ provide access to NRPS
IT	IT Security Assessment	23,750			23,750		Required for Cyber Insurance
Museum	Shelving/Art Rack Heritage Resource Building	25,000			25,000		2020 to complete
Museum	Large Format Scanner - Archives	5,000			5,000		Replacement
Facility Maintenance	Museum Archive Building HVAC	18,500			18,500		Project F2020-10 HVAC unit/sidewalks/flooring in exhibit areas
IT	New Server Rack	3,000			3,000		
IT	Access Control Door Reader for Server Room	2,000			2,000		Secure acces to the IT servers and equipment
Economic Development	Industrial Land clearing	60,000			60,000		Invertose Drive 23 acres to be cleared

**CITY OF PORT COLBORNE  
2020 BUDGET  
CAPITAL PROJECTS - APPROVED**

		2020 Est Cost	Capital Levy Funds	Reduce Capital Projects	Reserve Funds	Grant/Other Funds	
Facility Maintenance	HarbourMaster Building	24,500			24,500		siding complete/skirting replaced/deck structure and boards replaced
Facility Maintenance	Humberstone Centennial Park	17,400			17,400		replace south side large older pavilion roof - metal roof
Facility Maintenance	HH Knoll Park	16,500			16,500		replace old band shell roof with original cedar shingles
Facility Maintenance	Ice Box Facility - Steel roof and gutter replacement	30,000			30,000		work on hold pending review on insurance claim
Facility Maintenance	VHWC - Main entrance pylon sign	9,000			9,000		rebuild the sign including design, if required
Facility Maintenance	VHWC - Insulating ductwork	4,600			4,600		in the Bocce Club area
Facility Maintenance	VHWC - Insulating ductwork	16,500			16,500		in Rink 1 area
Facility Maintenance	VHWC - fall arrest cable system-updated cost	46,000			46,000		Fall arrest protection on the roof
Facility Maintenance	VHWC - Fitness & Gymnasium areas water drips	10,000			10,000		fabricate/install an interior gutter cover to capture drips along central roof
Facility Maintenance	VHWC	5,000			5,000		Remote monitoring system for the Stand-by generator and sewage pumps
Facility Maintenance	VHWC - Sealing Floors in Rink 1 and Rink 2	33,000			33,000		Coat with concrete sealer-both are stained
Facility Maintenance	Sherkston Community Centre - Roof Repairs	12,000			12,000		new flashing-leaking into the attic
Facility Maintenance	Sherkston community Centre	7,500			7,500		remove chimney & fix roof/new hot water tank/replace sewer vent pipe
Facility Maintenance	Sherkston community Centre	47,800			47,800		Sewer/Septic system work for compliance
Facility Maintenance	Bethel Community Centre-roof	51,000			51,000		Heritage engineer inspection and roof replacement
Facility Maintenance	Animal Shelter	4,000			4,000		Replace steel canine access doors
Facility Maintenance	City Hall	20,000			20,000		upgrades to 6 year old HVAC units
Facility Maintenance	City Hall-updated cost	12,000			12,000		Fall arrest protection on the roof
Facility Maintenance	City Hall	10,000			10,000		Flat roof area patched & vents installed to prevent condensation leaking
Facility Maintenance	City Hall bus shelter vestibule	2,500			2,500		Install an exhaust fan to clear the air (transit reserve)
Facility Maintenance	City Hall	5,000			5,000		Remote monitoring system for the Stand-by generator and sump pumps
Facility Maintenance	Fire Hall	5,000			5,000		Remote monitoring system for the Stand-by generator and sewage pumps
Facility Maintenance	Marina Building	17,600			17,600		Project F2020-07 Facility repairs/Security and Maintenance Issues
Parks and Recreation	new solar park lighting (funding Parks reserve)	45,000			45,000		9,000 each for 5 parks
Parks and Recreation	VHWC-pool rehab of tiles	42,000			42,000		capital improvement per YMCA Agreement
Nickel beach	Water Supply and Washroom Upgrades	50,000			50,000		Future Washroom/Changeroom Upgrades to reserve
Nickel beach	Security Cameras	6,300			6,300		Currently no security cameras-placement for main entrance
Nickel beach	Park Furniture	1,000			1,000		Accessible Beach Mat
Marina	Mitel Phone system addition	1,900			1,900		
City Hall	Customer Service Renovations -	175,000			175,000		phone system/front counter upgrades/software/hardware/furniture (capital reserve)
Capital Reserve			260,000				
<b>Total Budgeted Capital Funds</b>		<b>11,742,117</b>	<b>2,678,260</b>	<b>260,000</b>	<b>2,837,876</b>	<b>6,485,981</b>	
2020 Capital Levy addition			(260,000)				
Funds Available in Library capital levy			(50,000)				0-700-81410-3541 \$50,000 Library
Funds Available in capital levy			(2,108,260)				0-310-71335-3410 \$2,368,260
Projects over funded-projects to be deferred ?????			260,000				



PORT COLBORNE

Project Information

<b>Budget Year</b> 2020	<b>Department</b> Operations	<b>Project #</b> ENG 2020-03
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<b>Project Details</b>	<b>Type of Project:</b>	Business Case to Increase Operating Base Budget
	<b>Project Title:</b>	Project Management Software
	<b>Location/Facility:</b>	Port Colborne Operations Centre
	<b>Project Description:</b>	This is a request to obtain project management application software. The software will be utilized for projects completed within the Design & Construction, Development & Asset, Environmental, Facilities, Operations, and Drainage divisions that can later be branched out to other departments within the City. This software is meant to manage projects that are too extensive to be tracked within the current work order management system. Currently the work order system the City uses is for specific tasks and not aimed towards managing projects and long term plans/goals. This software will track project progress, schedule tasks and milestones, along with providing transparent goals for not only individual teams but the department as a whole. No initial fees are required as staff will populate the data required.
	<b>Project Justification:</b>	This will connect teams to ensure there are clear goals reliant upon specific individuals/groups to progress projects forward. Benefits of web based software extend into the construction field to easily retrieve digital information such as construction drawings and contracts from assigned task/projects.
	<b>Capital Request:</b>	

<b>Project Financing</b>	<b>Funding Source:</b>	<b>Funding Request:</b>
		\$ 3,000
	<b>New Debt</b>	
	<b>Total Funding Request:</b>	\$ 3,000

<b>Future Impact(s)</b>	Recurring operating cost of \$3,000. This will allow staff to schedule and prioritize goals in a more efficient manner. Engineering Computer Programs & Maintenance Account.
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CHIEF ADMINISTRATIVE OFFICER

905-835-2900 Ext. 306

**TO:** Peter Senese, Acting Treasurer  
**FROM:** Scott Luey, CAO  
**DATE:** January 27, 2020  
**RE:** 2020 Budget – Human Resources Gaps

This Chief Administrative Officer (CAO) prepared budget memo is submitted to advise Council of human resources gaps in the Corporation's structure that will impact service delivery in the years to come if not addressed.

Since implementation of the re-organization recommended to Council by STRATEGYCORP in 2018, staff have noticed that workload in several corporate areas exceeds the human resources complement of those areas. Staff would like to direct Council's attention in particular to the Human Resources Division, Communications, Economic Development (specifically Tourism) and the area of strategic projects.

### **Human Resources**

The City's current structure provides one Human Resources Coordinator (HR Coordinator), one Health and Safety Coordinator (H&S Coordinator) and one Human Resources Clerk (HR Clerk). The HR Coordinator is responsible for all aspects of employee recruitment, as well as payroll and benefit administration, union relations and negotiations, discipline, staff development, maintaining employee records and other functions associated with the position. The H&S Coordinator is responsible for all of the City's compliance with relevant legislation, training, investigations, and policy development. The coordinators have separate and distinct duties but do have to provide coverage to each other at particular times due to workload. The HR Clerk is a clerical position that mainly processes payroll, benefits, OMERS but, due to efficiencies realized upon the implementation of a new municipal accounting system, it is hoped that the Clerk can take on more of the division's clerical duties.

In recent years, the workload on the division has increased due to the addition of responsibilities such as union and non-union job evaluation and salary administration, administration of the biannual employee engagement survey and the associated action plan, the City's leadership development program, new legislation from the province and emerging best practices to name a few. The department has also realized a significant increase in the number of recruitments in recent years; currently the City conducts approximately 70 employee recruitments in a calendar year. The amount of work expected of the coordinators is not sustainable moving forward.

Staff recommend the creation of the position of Human Resource Manager. This position would be a strategic advisor and direct report to the Chief Administrative Officer. The Human Resources Manager (Manager) would supervise the HR Coordinator, the H&S Coordinator, the HR Clerk and any summer/Co-op students the division employs from time-to-time as permitted by budget. The Manager would ease the workload by moving more strategic tasks from the coordinators so that those staff could focus on operational tasks and would also be a 'working' manager who could assist with the day-to-day tasks of the division.

## **Communications**

The position of Communications Coordinator was created upon Council approval of the restructuring in 2018. In the very immediate infancy of the creation of the position, staff noticed a tangible improvement in the amount and quality of communication between the City and the public, the business community, and internally amongst employees. Communications during emergencies and even severe weather events has been vastly improved. At the same time, there is room to improve the City internal and external communication, however, current staff are already working at or beyond capacity. Communication is not limited to office hours and the current staff is accruing overtime and entitled to vacation time that is leading to service shortages at the position.

Staff recommend the creation of the position of Communications Assistant. The Communications Assistant can be delegated tasks from the Communications Coordinator and will ensure that the City can continue to develop and execute a communications strategy. The combination of having a Coordinator and an Assistant will also ensure better employee coverage during vacations, community events, emergencies and severe weather events.

Although not completed yet, staff are currently working on a strategic plan with an outside consultant. The plan does have a strong emphasis on communication as one of the strategies for the City and City Council moving forward.

## **Tourism**

Port Colborne's attributes the land to an appeal as a tourism market however staff feel that the City's approach to tourism has been disjointed and disorganized in the past.

The tourism function is split between the Economic Development Officer, administrative staff in the Community and Economic Development Department, the Communications Officer, and the Chief Administrative Officer's office. The City is also a member of the South Coast Tourism Association but that association has no full or part-time staff that are focused on tourism. The Economic Development Officer (EDO) has primary responsibility for tourism and is currently implementing the City's Economic Development Strategy (which includes a tourism component) which includes industrial and commercial development as well as business incubation, these and other tasks limit the amount of the EDO's time that can be allocated to tourism in the City.

Again, staff can also advise that tourism is a component of the forthcoming strategic plan report and, in fact, during the strategic planning sessions, some Council members

noted that the City has historically devoted an inadequate amount of resources to tourism.

Staff recommend the creation of the position of Tourism Coordinator. This position would centralize the City's tourism responsibilities into one position at the City adding resources that were lacking in the past and clarifying the roles at City Hall. This employee can also revitalize the South Coast Tourism Association that has been operating in the absence of any staff contribution from its member municipalities – Port Colborne included. Additionally, the creation of the position will relieve the EDO from tourism responsibilities allowing staff to focus on implementation of other aspects of the Economic Development Strategy.

Staff recommend that this position, if created, report to the Director of Community and Economic Development. The aforementioned restructuring that took place in 2019 recommended that the EDO report to the Director of Community and Economic Development and this position should follow the same structure in keeping with the mandate of that department. Currently, the EDO reports to the CAO on a temporary secondment to execute the Economic Development Strategy and it is suggested that the Tourism Coordinator can also report to the CAO on a temporary basis in the early stages of the creation of the position and the execution of the forthcoming City Strategic Plan.

### **Strategic Projects**

In the past, the City has employed an individual in the position of Manager of Strategic Projects. Historically, strategic projects has included development initiatives, land acquisitions, policy developments, and projects that are identified as priorities by Council and the CAO. Recently, the position was reduced to part-time hours and staffed by a municipal retiree – who has since chosen to retiree permanently rather than continue to work part-time.

Staff have noted that there are many current and upcoming projects that could be managed by re-filling the position of Manager of Strategic Projects. Some of these projects include the Seaway Land Divestiture, Port of Niagara development, cruise port designation, City land sales, and strategic plan implementation.

Staff recommend hiring a Manager of Strategic Projects to fill the vacant position.

## Financial Implications

While job descriptions have not yet been created for the positions identified within this memo, staff have estimated where these positions will fit into the City's non-union pay grade and can present the expected salary ranges for each position in the chart below.

Position	Reports to	Salary Range	Reason
Manager of Human Resources	CAO	\$81,440.27 to \$91,687.60	Managing the Human Resources Department. Direct reports include Human Resources Coordinator, Health and Safety Coordinator and Human Resources Clerk
Communications Assistant	Communications Coordinator	\$59,293.42 to \$66,719.02	Assisting the Communications Coordinator – alleviate workload No Direct Reports
Manager of Strategic Projects	CAO/Planning	\$81,440.27 to \$91,687.60	Implement Council objectives pertaining to Strategic Projects
Tourism Coordinator	Director of Community and Economic Development	\$69,559.31 to \$78,302.95	Consolidate City tourism efforts in one position Fulfill Council commitment to tourism and South Coast Tourism Association

Of note, the Manager of Strategic Projects position remains in the City's annual salary budget, however, some of the salary has been directed to build reserves for future expenses related to the initiatives that the previous manager had undertaken. The remaining budget of \$38,000 could be used to offset the salary if this position is filled.

## Proposed Computer Budget for 2019

Product Name	Budget Amount	Account Number	Description, Comments and Justification
Other Types of Materials - Under \$100.00	\$1,333.00	0-150-71207-3215	Network Cables, Adapters, Extensions, Monitor Cables, Design Electronics HDMI Cables etc.
	<b>\$1,333.00</b>	0-150-71207-3215	
Other Types of Materials - Over \$100.00	\$4,700.00	0-150-71207-3900	Cables, Adapters, Extensions, Docking Stations, Printer Accessories, Switches, Mice and Keyboards etc.
	<b>\$4,700.00</b>	0-150-71207-3900	
<b>Computer Programs and Maintenance</b>			
<b>New and Annual Maintenance</b>			
Microsoft Office 365 Cloud Deployment (Based on \$20 / User / Month) All users implementation costs \$49,536. Phase in over next 3 to 5 years at \$9,000 per year	\$9,000.00	0-150-71207-3323	Office 365 Enterprise E3 Licenses - Microsoft Cloud \$25.80 Per User Per Month <b>IMPORTANT NOTES:</b> Office 365 Subscriptions Include 5 Device Licenses per User This would cover Work Computer, iPhone, iPad and 2 additional Device Licenses <b>Office 365 Licenses will replace ALL other Microsoft Desktop Software Volume Licensing Requirements</b> Office 365 is a Cloud Based Computing Platform that will provide the City with all of it's Productivity Applications (Word, Excel, PowerPoint, Publisher, OneNote, Outlook, as well as SharePoint where the Goal would be to move much of the City's Data to the Cloud itself so that it can be accessible Remotely. <b>Important:</b> HCL Domino Licenses will still be required due to the over 700 Domino Applications in use at the City (By-Laws, Building Permits, Marriage License, Agenda's etc. to name just a few)
Microsoft Visio for Office 365 Subscription (2 Licenses)	\$500.00	0-150-71207-3323	Used by Amber LaPointe and Belinda Daniel - Office 365 Subscription: \$18.62 Per User Per Month
Microsoft Project Professional for Office 365 Subscription (2 Licenses)	\$900.00	0-150-71207-3323	Used by Amber LaPointe and Belinda Daniel - Office 365 Subscription: \$37.25 Per User Per Month
Microsoft Project Online Essentials for Office 365 Subscription (4 Licenses)	\$500.00	0-150-71207-3323	Required by Engineering - Office 365 Subscription: \$8.73 Per User Per Month (Online Cloud Version Only)
Adobe Acrobat Pro Licenses	\$8,550.00	0-150-71207-3323	<b>Adobe Acrobat License True Up</b> Currently have 45 Adobe Acrobat Pro Licenses in Use; Acrobat Reader is free, however, many City staff require the Pro version for creating and publishing PDF documents on the Website, for City Council Reports, and for Engineering Pricing is based on the Subscription Model at \$14.99 per user per month
IBM Domino Notes Client Express Passport Maintenance	\$8,500.00	0-150-71207-3323	IBM Domino Notes License Renewal (Softchoice) - Increased User Count from 150 to 190 due to new Hires, New Position Recruitment, Students and Temporary Staff
2 Windows Server Annual Payments	\$1,500.00	0-150-71207-3323	Windows Server Annual Licenses
PDQ Inventory and PDQ Deploy (2 Administrative Licenses)	\$2,700.00	0-150-71207-3323	PDQ Inventory is used to monitor all Computers and Software in use on the Network; PDQ Deploy is used to easily Upgrade and Install Applications Remotely on Users Desktops;
Smart Deploy Desktop Imaging Software	\$2,200.00	0-150-71207-3323	Smart Deploy Desktop Imaging Software for quickly and easily deploying Windows 10 to Desktop and Laptop Computers; Used to standardise on a Windows 10 Image for the City of Port Colborne;
IBM Maas 360 Mobile Device Management	\$10,800.00	0-150-71207-3323	IBM Maas360 Mobile Device Management Cloud Based Solution for managing Mobile Devices (Replaces the Blackberry BES)
KnowBe4 Cyber Security Email Phishing Training	\$2,300.00	0-150-71207-3323	150 Users; 3 Years Licensing paid in 2 Installments (Have to add additional Users for 2020)
Trend Micro Office Scan	\$5,500.00	0-150-71207-3323	Trend Micro Software Renewal (Softchoice) based on 190 Licenses (Increase due to increased User Count)

Cyber Security Detection and Monitoring	<p><b>One Time Setup and Configuration Costs:</b>  This solution would offer the City the proactive and continuous protection against everyday threats, as well as sophisticated attacks that are undetectable and invisible to traditional malware-centric defenses. It includes a lightweight sensor and Cloud architecture ensures complete and detailed oversight of everything that is happening on the endpoints (Computers) in real time, providing the City with a complete and searchable forensic record of endpoint events.  The Cloud architecture reduces the cost while adding to the speed, efficacy and scalability to meet the needs of the City. This solution consolidates a full range of security functionality into one integrated solution.  The cloud driven approach provides a significant advantage in being able to scale to small or large size deployments.</p>	\$7,500.00	<p>With the threat of Cyber Attacks prevalent today, and many Municipalities having already experienced and reported major Incidents, the City of Port Colborne requires a Network Monitoring and Threat Detection System in order to prevent such Cyber Security Breaches, as well as to know when they are happening, so that mitigating tasks can be performed to stop the attack.  <b>Note:</b> The Proposed End Point Detection and Response (EDR) Service &amp; Network Defense as a Service for Port Colborne supported by a 24x7x365 Cyber Intelligence Centre. This will protect Port Colborne from the Ransomware epidemic facing all enterprises. This will also replace all the current current AV solution.  Port Colborne has the flexibility to add other Security-as-a-Service options in the future.</p>
	On-Going Monthly Costs @ \$15 per End Point Device (Servers and Workstations)	\$2,400.00	On-Going Monthly Cost
		OR	
Cyber Security Enterprise Immune System	Dark Trace Cyber Security Monitoring, Detection and Threat Immunization System	\$30,000.00	Five Year Plan - Thus this would cost \$30,000.00 per Year for 5 Years Including the Antigena Option
			<p>Darktrace's Enterprise Immune System uses artificial intelligence to detect and respond to cyber-threats in real time, while providing complete visibility of an organization's network. The solution works by analyzing full traffic across the digital business to learn the normal 'pattern of life' for every user, device, and all the complex relationships between them.  Rather than define 'benign' or 'malicious' in advance, Darktrace uses this evolving sense of 'self' to spot and stop emerging threats that other tools miss, from zero-days and insider threats, through to ransomware and 'low and slow' attacks.  Darktrace's self-learning AI is the first non-consumer application of artificial intelligence to work at scale across all network types, including physical, virtualized, cloud, SaaS, IoT, and ICS. The benefits of the Enterprise Immune System include:  Finds threats that get inside – autonomously detects and responds to known and unknown cyber-threats before they do any damage</p>
City of Port Colborne IT Security Assessment	Security Assessment Critical Requirement for Cyber Insurance	\$23,750.00	This is Required for the City of Port Colborne Cyber Insurance.
External Penetration Test	An External Penetration Test provides independent verification of the security status of an organization's Internet presence. The test will identify vulnerabilities, validate the effectiveness of safeguards, demonstrate existing risks by attempting to take control of the corporate network, and provide remediation strategies.	\$9,500.00	NOTE: OTHER QUOTES ARE BEING OBTAINED
Network Security Assessment	A Network Security Assessment combines penetration testing, vulnerability assessment, and security architecture review into a single onsite engagement.	\$13,250.00	
Expenses Related to the Security Assessment	Miscellaneous Expenses related to Consultants conducting the Assessment	\$1,000.00	

Genetec Security System Upgrade	Genetec Security System to be Upgraded from Version 5.3 to Version 5.8 in 2020 firstly to stay up to date with the latest Security Software; Secondly to allow for the Federation of our Genetec Security System with that of the NRPS. This will allow the NRPS to utilize any of the City's Cameras in terms of Incident monitoring.	\$3,000.00	This would be performed by Pinder's Security Products. Software upgrade Genetec Security Centre from version 5.3 to version 5.8 Upgrade Firmware of ALL Security Cameras to allow for the Software Upgrade to Version 5.8 Upgrade Firmware of ALL Door Controllers to allow for the Software Upgrade to Version 5.8
Engineering ArcGIS Online Cloud Based Solution	Join the Niagara Region ELA (Enterprise License Agreement) in order to Obtain Special Pricing for the ArcGIS Online Mapping Software	\$10,000.00	NOTE: This would be an On-Going ANNUAL Software Licensing Cost

**What ArcGIS Online can do for The City of Port Colborne**

ArcGIS Online is a cloud-based mapping and analysis solution. Use it to make maps, analyze data, and to share and collaborate. Your data and maps are stored in a secure and private infrastructure and can be configured to meet your mapping and IT requirements.

**Create maps, scenes, and apps**

ArcGIS Online includes everything you need to create web maps, create 3D web scenes, and create web apps. Through Map Viewer and 3D Scene Viewer, you can access a gallery of basemaps and smart styles for exploring and visualizing your data. You also have access to templates and widgets for creating web apps that you can publish to ArcGIS Online.

**Share and collaborate**

It's easy to share content with others inside and outside your organization. You can set up groups that are private and by invitation only, or public groups that are open to everyone. You can also share maps by embedding them in web pages, on blogs, in web apps. Use focused apps to collaborate with colleagues in the field, office, or community. Integrate Maps with the City Website as well as with the City Wide Work Order System.



**PORT COLBORNE**

## Project Information

Budget Year  
2020

Department  
Community Services

Project #  
29

**Project Details**

Type of Project: Business Case to Increase Operating Base Budget

Project Title: School Crossing Guard - Rover

Location/Facility: School Crossing Locations

**Project Description:**  
 The School Crossing Guard Crew Leader/ Rover person will do daily visits to the School Crossing Guard's 12 locations with seven of the locations having an extended lunch hour. The position will act as point of contact for all guards, develop schedules and assist with staff shortages. The welfare check is to ensure School Crossing Guards are safe, With the School Crossing Guard not allowed to leave their position the Rover would purchase warm/cold beverages on extreme weather days (cold and heat).  
 This position will also include filing daily paperwork regarding the activities of the School Crossing Guard. In 2019 Budget \$20,000 was set aside for a consultant for road counts. This position will do road counts at all crossing locations several times through the year to help evaluate usage of crossings. This position is less than 24 hours a week similar to School Crossing Guard on contract bases. Lead School Crossing Guards will work 40 weeks at 24 hours @ \$16.30 per hour.

**Project Justification:**  
 This position will also assist for a replacement guard at a school crossing guard location if needed. Currently, this is being done through the roads division. This Rover position will reduce the City's risk in the risk awareness job assessment.

**Capital Request:**

**Project Financing**

Funding Source: Funding Request:

New Debt \$ 7,000

**Total Funding Request:**

**Future Impact(s)**

Project will align with PRMP Partnership & Collaboration, Communication & Engagement, and Innovation & Building Capacity objectives





Report Number: 2020-37

Date: April 27, 2020

**SUBJECT: Cancellation, Reduction or Refund of Realty Tax**

**1) PURPOSE**

The purpose of this report is to seek approval of Council in order to cancel, reduce or refund realty tax of the applicant in accordance with the recommendations of the Municipal Property Assessment Corporation (MPAC) Assessor.

**2) HISTORY, BACKGROUND, COUNCIL POLICY, PRACTICES**

Under section 357/358 of the *Municipal Act, 2001*, as amended, an application to Council may be made by the taxpayer for the cancellation, reduction or refund of tax levied in the current and previous year for specific purposes. In some cases, a review may increase the property assessment and increase a property's tax levied.

Once an application is received from a taxpayer under Section 357/358 and processed by staff, the application is forwarded to MPAC for a revised assessment recommendation. These applications are then returned to the municipality for staff to calculate the amount of cancellation or adjustment of taxes.

Section 357 Application Numbers 2019-03 and 2019-09 were received and are in the Treasurer's possession.

**3) STAFF COMMENTS AND DISCUSSIONS**

Appendix A encompasses the applications received to date for submission to Council for approval.

Staff recommends that Council approve the MPAC assessor's recommendation for the Section 357 applications. It is a rarity that the taxpayer challenges any recommendation, however, if such did occur, staff would request MPAC to attend the committee meeting to defend or amend the recommendation. Staff have received no objections from the taxpayers.

**4) OPTIONS AND FINANCIAL CONSIDERATIONS:**

Application numbers 2019-03 and 2019-09 under Section 357/358 require Council's approval. The total amount of reduction or cancellation of taxes is \$4,556.97, of which \$2,334.67 is the municipal portion.

**5) COMPLIANCE WITH STRATEGIC PLAN INITIATIVES**

Not applicable.

**6) ATTACHMENTS**

Appendix A – Schedule 1, Calculation of adjustments based on the Assessor's reports and comments.

**7) RECOMMENDATION**

That the applications pursuant to Section 357/358 of the *Municipal Act, 2001*, numbered 2019-03 and 2019-09 be approved to cancel or reduce taxes in the total amount of \$4,556.97.

**8) SIGNATURES**

Prepared on February 28, 2020 by:



Andrea Hawkins  
Tax Clerk

Reviewed by:



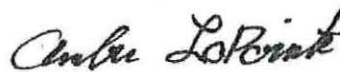
Stephen Corr  
Manager of Revenue & Taxation

Reviewed and respectfully submitted by:



C. Scott Luey  
Chief Administrative Officer

Reviewed by:



Amber LaPointe  
Acting Director of Corporate Services/City  
Clerk



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Report Number: 2020-53

Date: April 27, 2020

**SUBJECT: Project 2020-05, Line Painting – City Wide**

**1) PURPOSE**

The purpose of the report is to inform Council of the outcome of the tender proceedings for Project No. 2020-05, Line Painting – City Wide, and to obtain approval from Council to award the project to the recommended contractor.

**2) HISTORY, BACKGROUND, COUNCIL POLICY, PRACTICES**

Each year, the City tenders for the application of longitudinal reflectorized traffic lines on selected roads in the City. The roadways scheduled for painting are generally the arterial and collector roads in the urban area and all roads in the rural area. Edge line markings are also applied as a safety measure in selected areas. The total length of markings currently exceeds 151,500 meters, which is inclusive of all centre and edge line markings. During the tender process a total of five (5) Contractors took out documents. On April 6, 2020 at the time of the tender closing, two (2) Contractors had submitted pricing. The results of that tender opening have been listed below. The entire tender process and opening proceedings adhered to policies and past practices as previously adopted and endorsed by Council.

**3) STAFF COMMENTS AND DISCUSSIONS**

Staff prepared documents and publicly called for the submittal of a formal tender. The documents called for:

- Supply approved white and yellow traffic paint, include reflectorized glass beads and complete pavement marking on roads and streets.

The tendering process closed on Monday April 6, 2020, with bids being received from two (2) Contractors:

1) Apex Pavement Markings Inc.	\$ 53,934.00
2) Provincial Road Markings Inc.	\$ 92,112.00

The lowest tender was submitted by Apex Pavement Markings Inc. It was checked for errors or omissions, all mathematics, details and specifications and was found to be complete in all aspects, as required.

The current 2020 Line Painting budget has been previously established by Council at \$52,326.00. Staff wishes to request that they be directed to proceed with the Works as tendered, for the sum of \$53,934.00 and that the account be overrun in 2020 by \$1,608.00. This overrun can be addressed during the budget deliberations in 2021.

The Contractor that submitted the current low bid has successfully completed this contract for the City of Port Colborne in past years.

**4) OPTIONS AND FINANCIAL CONSIDERATIONS:**

a) **Do nothing.**

If the Pavement Markings are left undone, the visibility for vehicle traffic will diminish impacting traffic safety on City roads.

b) **Other Options**

Accepting the recommendations and proceeding with the Pavement Markings will fulfill the Municipality's obligation to maintain the traffic lines throughout the City.

**5) COMPLIANCE WITH STRATEGIC PLAN INITIATIVES**

There are no impacts on Council's current strategies.

**6) ATTACHMENTS**

None.

**7) RECOMMENDATION**

That the Council of the City of Port Colborne award the Tender No. 2020-05 Line Painting – City Wide to Apex Pavement Markings Inc. of Bailieboro, Ontario, for the total tendered price of \$53,934.00 for 2020, plus applicable taxes.

That funding for Project No. 2020-05 be financed under GL Account: 0-500-74210-3328.

That the By-law be prepared and the City Clerk and Mayor be authorized to execute the Contract Agreement.

**8) SIGNATURES**

Prepared on April 17, 2020 by:



Patrick Zub  
Design & Construction Supervisor

Reviewed by:



Chris Lee  
Director of Engineering and Operations

Reviewed by:



Amber LaPointe  
Acting Director of Corporate Services  
Department

Reviewed and respectfully submitted:



C. Scott Luey  
Chief Administrative Officer



Report Number: 2020-54

Date: April 27, 2020

**SUBJECT: Project 2020-12, Sidewalk Construction – City Wide**

### 1) PURPOSE

The purpose of the report is to inform Council of the outcome of the tender proceedings for Project 2020-12, Sidewalk Construction – City Wide, and to obtain approval from Council to award the project to the recommended Contractor.

### 2) HISTORY, BACKGROUND, COUNCIL POLICY, PRACTICES

Staff will be conducting their annual sidewalk review and rating exercise in the spring of 2020, to establish the individual Sidewalk Repair Program. From that exercise staff will develop a prioritized list of sidewalk locations which will require repair, all while keeping in mind that the costs must be within the finalized budget figures established for each year by Council.

Accordingly, tender documents were prepared and a public tender procedure was initiated. During the tender process a total of seven (7) Contractors took out documents. On April 6, 2020 at the time of tender closing, three (3) Contractors had submitted pricing. The results of that tender opening have been listed below. The entire process and opening proceedings adhered to policies and past practices as previously adopted and endorsed by Council.

### 3) STAFF COMMENTS AND DISCUSSIONS

Staff prepared documents and publicly called for the submittal of a formal tender. The documents called for:

- Removals of existing deficient sidewalks
- Installation of new concrete sidewalks
- Restorations of sites that were disturbed during construction

The tendering process closed on Monday April 6, 2020, with bids received from three (3) Contractors:

1) Signature Contractors Windsor Inc.	\$ 219,375.00
2) CTC Contracting	\$ 239,225.00
3) Steed and Evans Limited	\$ 304,000.00

As indicated above, the lowest tender was submitted by Signature Contractors Windsor Inc. of Oldcastle, Ontario. The tender document as submitted by Signature Contractors Windsor Inc. was found to be complete in all aspects with regard to specifications, details and format.

Signature Contractors Windsor Inc. has carried out a similar contract in previous years

with the City of Welland, providing respectable workmanship and professionalism. Similar recommendations were given from municipalities that have executed sidewalk construction contracts with Signature Contractors Windsor Inc.

It is the recommendation of staff at this time that Council accept the lowest priced tender as submitted by Signature Contractors Windsor Inc. and award the 2020 Sidewalk Construction Program to them. This will allow the City to enter into an agreement with Signature Contractors Windsor Inc. and to initiate construction as soon as scheduling allows.

**4) OPTIONS AND FINANCIAL CONSIDERATIONS:**

**a) Do nothing.**

If the sidewalk construction is not undertaken, sidewalk trips could be a safety hazard to pedestrians, making the City liable for any damages that may occur.

**b) Other Options**

Accepting the recommendations and proceeding with the sidewalk construction will fulfill the Municipality's obligation to maintain the quality of sidewalks throughout the City.

**5) COMPLIANCE WITH STRATEGIC PLAN INITIATIVES**

There are no impacts on Council's current strategies.

**6) ATTACHMENTS**

None.

**7) RECOMMENDATION**

That Council of the City of Port Colborne award Tender 2020-12 Sidewalk Construction – City Wide, to Signature Contractors Windsor Inc. of Oldcastle, Ontario for the total tendered price of \$ 219,375.00, plus applicable taxes.

That funding for contract 2020-12 be financed under the following GL accounts;

0-500-74385-3328 Sidewalk Maintenance

0-500-73651-3328 Curb Maintenance

6-595-76320-3328 Water Service Replacements

7-590-76230-3328 Sanitary Sewer Laterals

3-500-33155-3328 Sidewalk Replacements (Capital Funds)



That the By-law be prepared and the City Clerk and Mayor be authorized to execute the Contract Agreement.

**8) SIGNATURES**

Prepared on April 17<sup>th</sup>, 2020 by:



Patrick Zub  
Design & Construction Supervisor

Reviewed by:



Chris Lee  
Director of Engineering and Operations

Reviewed by:



Amber LaPointe  
Acting Director of Corporate Services  
Department

Reviewed and respectfully submitted:



C. Scott Luey  
Chief Administrative Officer

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MEMORANDUM

City of Port Colborne  
RECEIVED

APR 16 2020

CORPORATE SERVICES  
DEPARTMENT

**DATE:** April 16, 2020  
**TO:** Amber LaPointe, City Clerk  
**FROM:** Janice Peyton, Executive Assistant, DEO  
**RE:** Environmental Advisory Committee  
Motion Regarding Greenhouse Gas Emissions Reduction Plan

At the Environmental Advisory Committee meeting of March 11, 2020, the committee discussed the Greenhouse Gas Emissions Reduction Plan that was presented to Council on February 24, 2020 by Climate Change Coordinator Mae Lannan. The committee resolved as follows:

Moved by Trent Doan  
Seconded by Norbert Gieger

That Council be advised that the EAC strongly supports the Greenhouse Gas Emissions Reduction Plan for the following reasons:

1. The plan provides baseline measurements of energy use and greenhouse gas emissions in order to measure progress;
2. The plan provides for administrative reporting to staff and to Council on the implementation of the plan and the performance of its measures;
3. The plan provides for a committee of staff responsible for the various facilities operated by the City and is chaired by a staff member who in turn reports to Council
4. The plan establishes targets and procedures for comparison with other municipalities; and
5. The plan examines alternative energy sources and helps promote the electrification of the City's fleet of vehicles.

CARRIED.

Please place this resolution on the next Council agenda.

Janice Peyton  
EAA, DEO  
Recording Secretary, EAC

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April 3, 2020

CL 5-2020, March 26, 2020  
PWC 3-2020, March 11, 2020  
Minute Item No. 3.2

Bill Matson, City Clerk  
City of Niagara Falls  
4310 Queen Street  
Niagara Falls, Ontario  
L2E 6X5

**SENT ELECTRONICALLY**

**RE: Considerations of City of Niagara Falls Withdrawing from Regional Waste Management Services  
Minute Item No. 3.2**

Regional Council, at its meeting of March 26, 2020, approved the following recommendation of its Public Works Committee:

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

Yours truly,

A handwritten signature in black ink, appearing to read 'Ann-Marie' with a stylized flourish at the end.

Ann-Marie Norio  
Regional Clerk  
:me

CLK-C 2020-130

cc: Local Area Municipalities

APR 03 2020

**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)

April 3, 2020

CL 5-2020, March 26, 2020  
PEDC 3-2020, March 11, 2020  
PDS 4-2020, March 11, 2020

**DISTRIBUTION LIST****SENT ELECTRONICALLY**

**RE: Development Applications Monitoring Report - 2019 Year End  
PDS 4-2020**

Regional Council, at its meeting of March 26, 2020, approved the following recommendation of its Planning and Economic Development Committee:

That Report PDS 4-2020, dated March 11, 2020, respecting Development Applications Monitoring Report - 2019 Year End, **BE RECEIVED** and **BE CIRCULATED** to Local Area Municipalities, the Niagara Peninsula Conservation Authority, Niagara Home Builders Association, Niagara Industrial Association, local Chambers of Commerce and School Boards.

A copy of Report PDS 4-2020 is enclosed for your information.

Yours truly,



Ann-Marie Norio  
Regional Clerk

:me

CLK-C 2020-131

Distribution List:

Local Area Municipalities  
Niagara Peninsula Conservation Authority  
Niagara Home Builders Association  
Niagara Industrial Association  
M. Balsom, President/CEO, Greater Niagara Chamber of Commerce  
D. Fabiano, Executive Director, Niagara Falls Chamber of Commerce, Port Colborne/Wainfleet Chamber of Commerce, Welland/Pelham Chamber of Commerce  
J. Thomson, Niagara-on-the-Lake Chamber of Commerce  
Greater Fort Erie Chamber of Commerce  
G. Willis, President, Grimsby Chamber of Commerce  
D. Potter, Executive Director, West Lincoln Chamber of Commerce  
J. D'Amico, Chair, Niagara Board of Trade and Commerce

S. Mabee, Niagara District School Board  
M. Ladouceur, Conseil scolaire Viamonde  
S. Whitwell, Niagara Catholic District School Board  
A. Aazouz, Conseil Scolaire de District Catholique Centre-Sud  
A. Butler, Senior Planner, Planning & Development Services  
R. Mostacci, Commissioner, Planning and Development Services  
N. Oakes, Executive Assistant to the Commissioner, Planning and Development Services



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**Subject:** Development Applications Monitoring Report - 2019 Year End

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

**Report date:** Wednesday, March 11, 2020

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## Recommendations

1. That Report PDS 4-2020 **BE RECEIVED** for information; and,
2. That a copy of Report PDS 4-2020 **BE CIRCULATED** to Local Area Municipalities, the Niagara Peninsula Conservation Authority, Niagara Home Builders Association, Niagara Industrial Association, local Chambers of Commerce and School Boards.

## Key Facts

- The purpose of this report is to inform Regional Council of 2019 development application activity in Niagara Region.
- Regional Development Planning and Engineering staff reviewed 629 development applications in 2019.
- Regional Development Planning and Engineering staff provided comments for 613 pre-consultation meetings in 2019.
- The Region received \$879,832 in review fees for development applications in 2019 (19% decrease from 2018 fees).

## Financial Considerations

There are no direct financial implications associated with this report.

## Analysis

### Development Applications

Regional Development Services staff reviewed 629 development applications in 2019, representing a 12% decrease from the 2018 total of 718. Figure 1 illustrates the number of applications considered by Development Planning and Engineering staff from 2013 to 2019. These development applications are circulated to the Region based on Provincial legislation requirements and the existing Memorandum of Understanding (MOU) between the Region and Local Area Municipalities for planning in Niagara. This may be attributed, in part, to uncertainty in the development industry as a result of local interim control by-laws passed by certain municipalities and to the development industry wanting to see the proposed Provincial changes to the Development Charges Act.

Staff expects the total number of development applications to be higher in 2020 than in 2019. It should also be noted that in 2020 and beyond, Planning and Development Services has the ability to waive its review function on certain types of minor development applications in local municipalities. This represents an effort to increase efficiency in the planning review function in Niagara and is a result of recent changes to the Memorandum of Understanding between the Niagara Region and Local Area Municipalities.

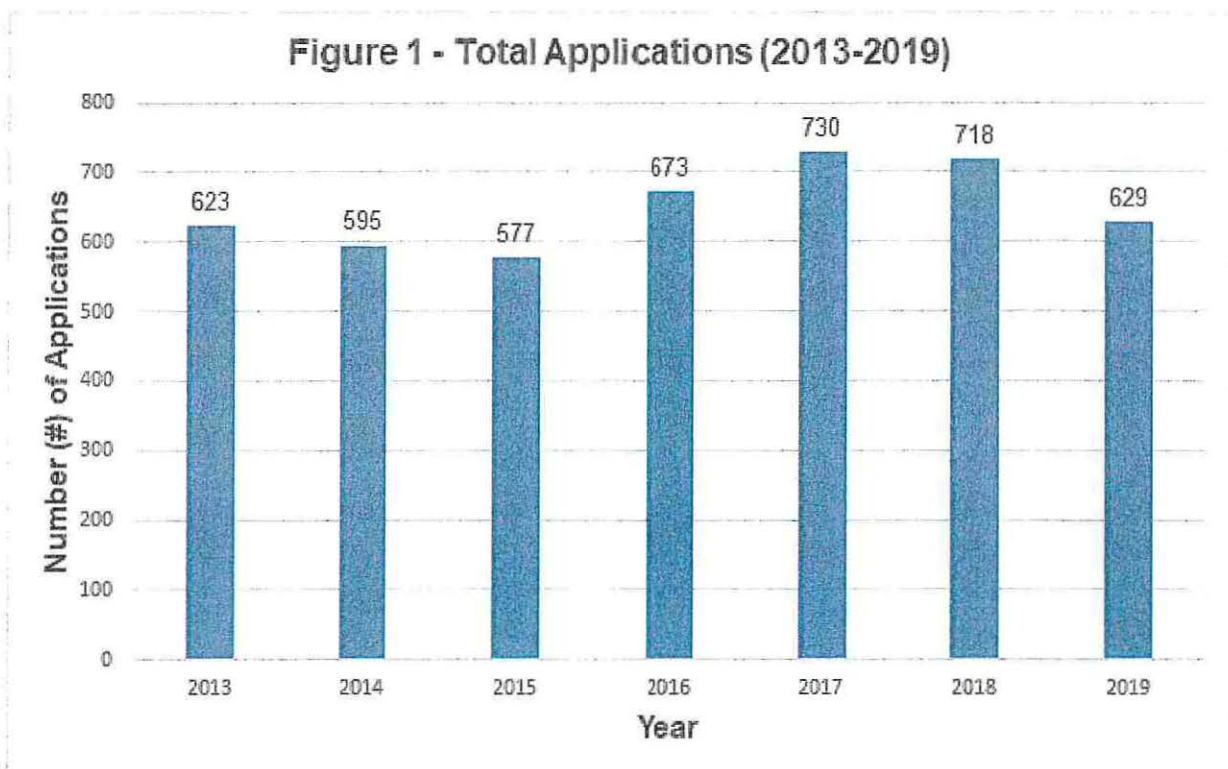


Figure 2 below provides the breakdown of development applications, by type, reviewed by Regional staff in 2019. Some complex development proposals often require multiple planning approvals. As an example, subdivision and condominium applications may also need amendments to the municipal Official Plan and/or Zoning By-law to facilitate the development. The categories with the most applications considered by Regional staff were Zoning By-law Amendments (119), followed by Site Plans (106), Consents (84), and Minor Variances (64).

Figure 2 - Total Applications by Type (2019)

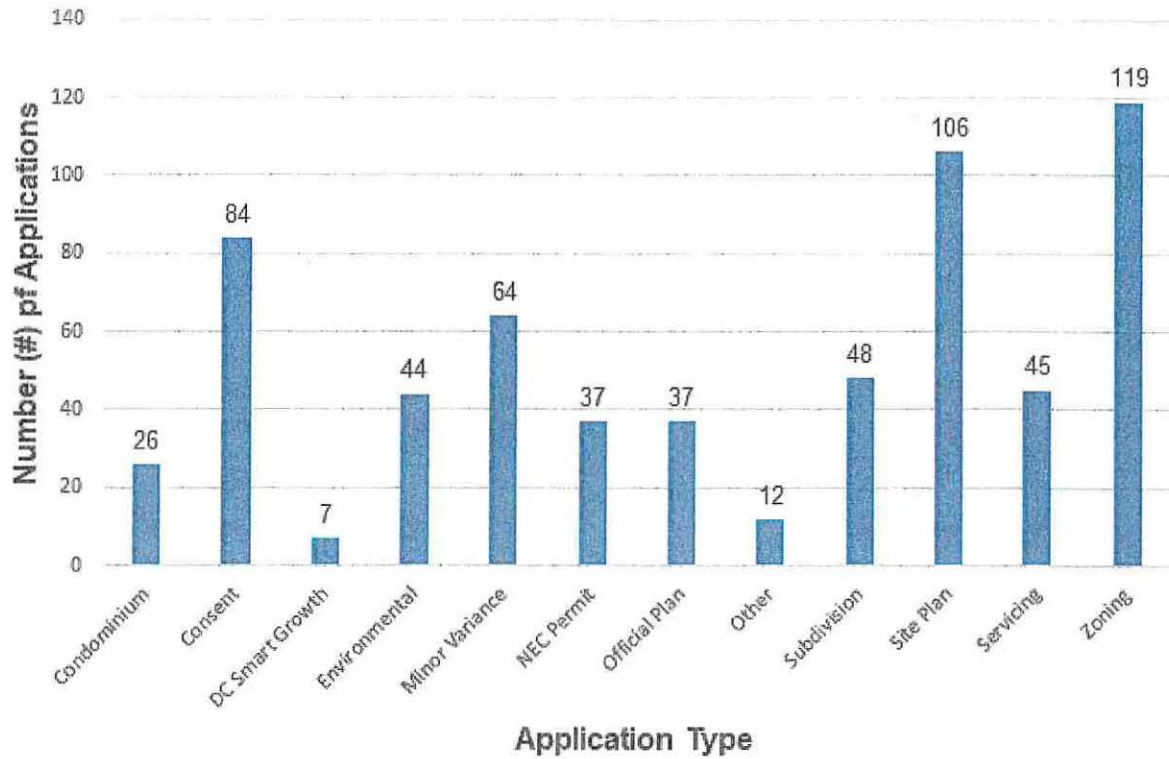
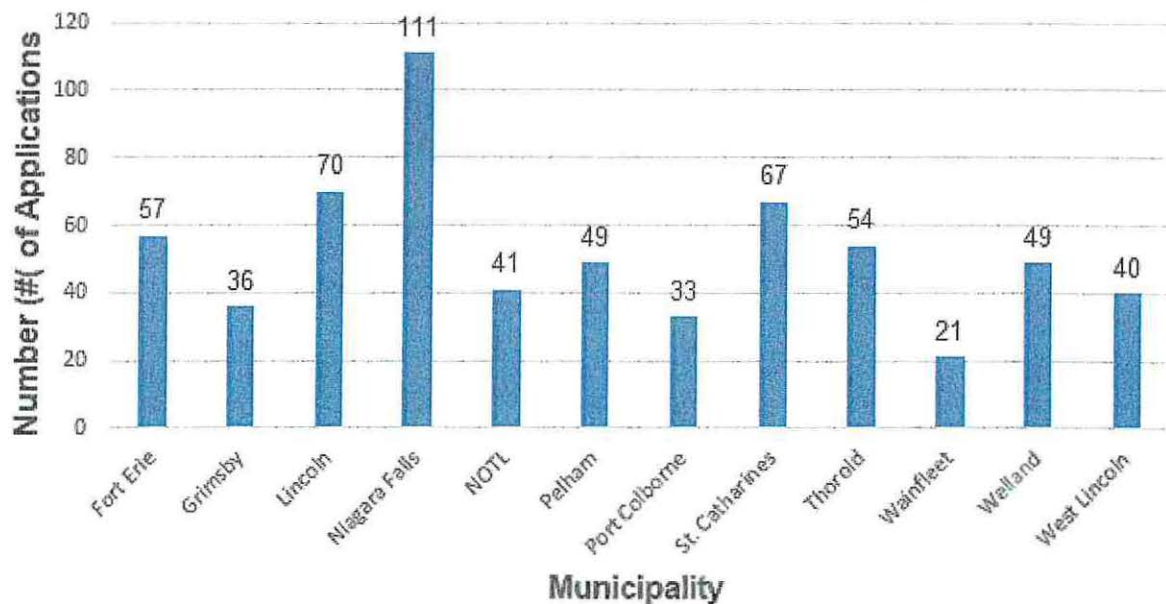


Figure 3 - Total Applications by Municipality (2019)



The distribution of applications circulated to the Region by local municipalities during 2019 is shown on Figure 3. This information indicates relatively high levels of development activity in several communities. The municipalities with the most applications circulated to the Region in the year were Niagara Falls (111), Lincoln (70), St. Catharines (67), Fort Erie (57) and Thorold (54). As stated previously, application volumes were lower in 2019 compared to recent years; few municipalities experienced an increase in volume from 2018 to 2019.

Despite the reduced application volumes, Regional Development Services staff was involved in reviewing several complex development applications, as highlighted later in this report, which often requires more extensive review functions. This can include, among other tasks, internal staff discussions as well as meetings/discussions with the local area municipality, developer and/or consulting team to discuss and resolve issues that can result in the submission and review of revised plans and/or technical studies, and preparation of follow-up Regional comments.

#### Pre-consultation Meetings

Development Services staff are scheduled to attend regular pre-consultation meeting sessions two days each month in each local municipal office. These meetings are intended to determine complete application submission requirements and assist in the processing of applications. Developers, property owners, local staff and agencies are normally present at pre-consultation meetings. In 2019, Regional staff attended 613 pre-consultation meetings which is a 12% increase from the 2018 total (see Figure 4). Generally, the number of pre-consultation meetings is an indicator of future development applications; accordingly, staff expect development application numbers to increase in 2020 from 2019.

Figure 5 illustrates the number of pre-consultation meetings by municipality in 2019 that involved Regional staff. The municipalities with the highest levels of pre-consultation activity were Fort Erie and (94) and Niagara Falls (93), followed by West Lincoln (64) Welland (63) and Niagara-on-the-Lake (55).

Figure 4 - Preconsultation Meetings (2013-2019)

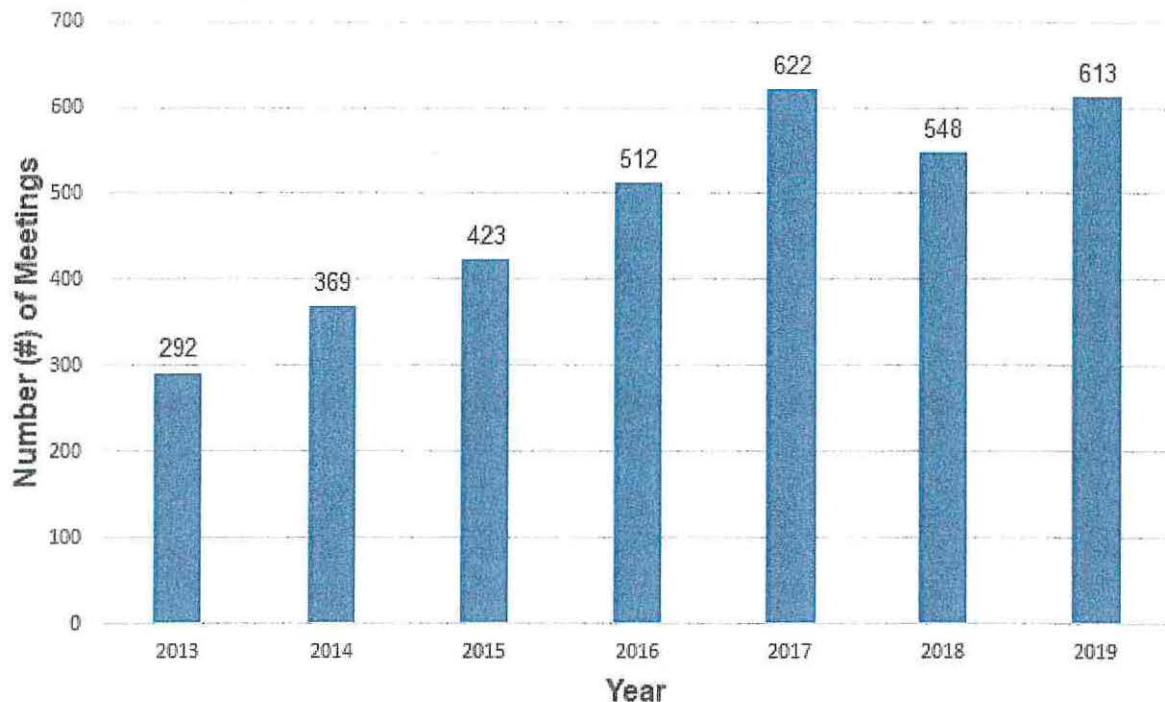
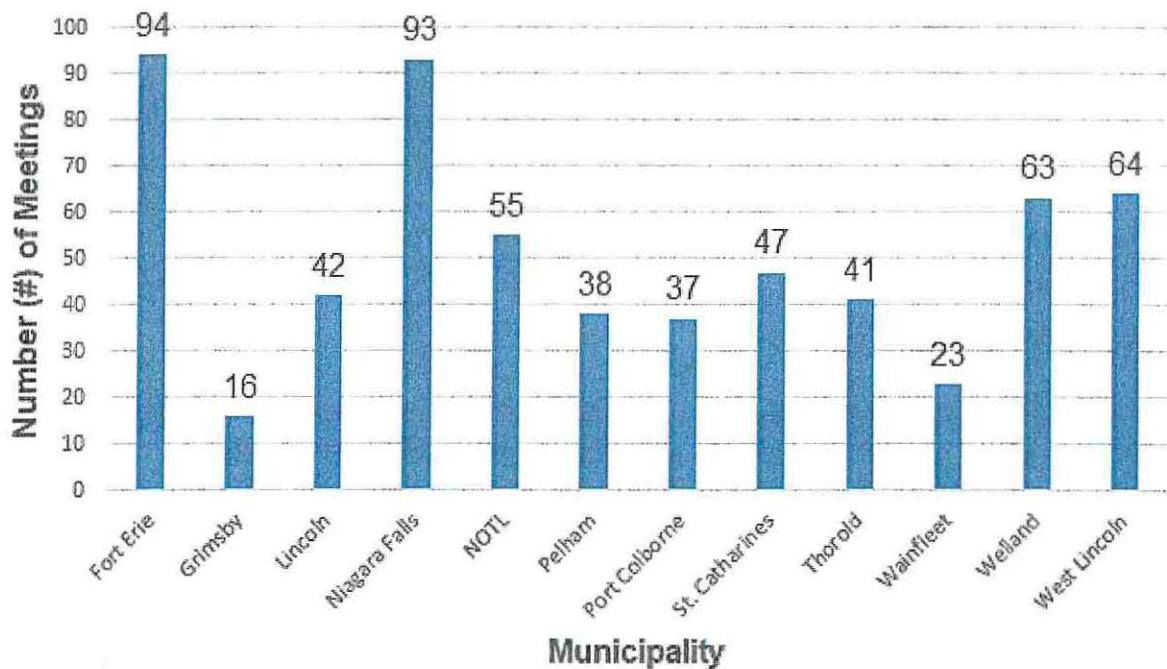
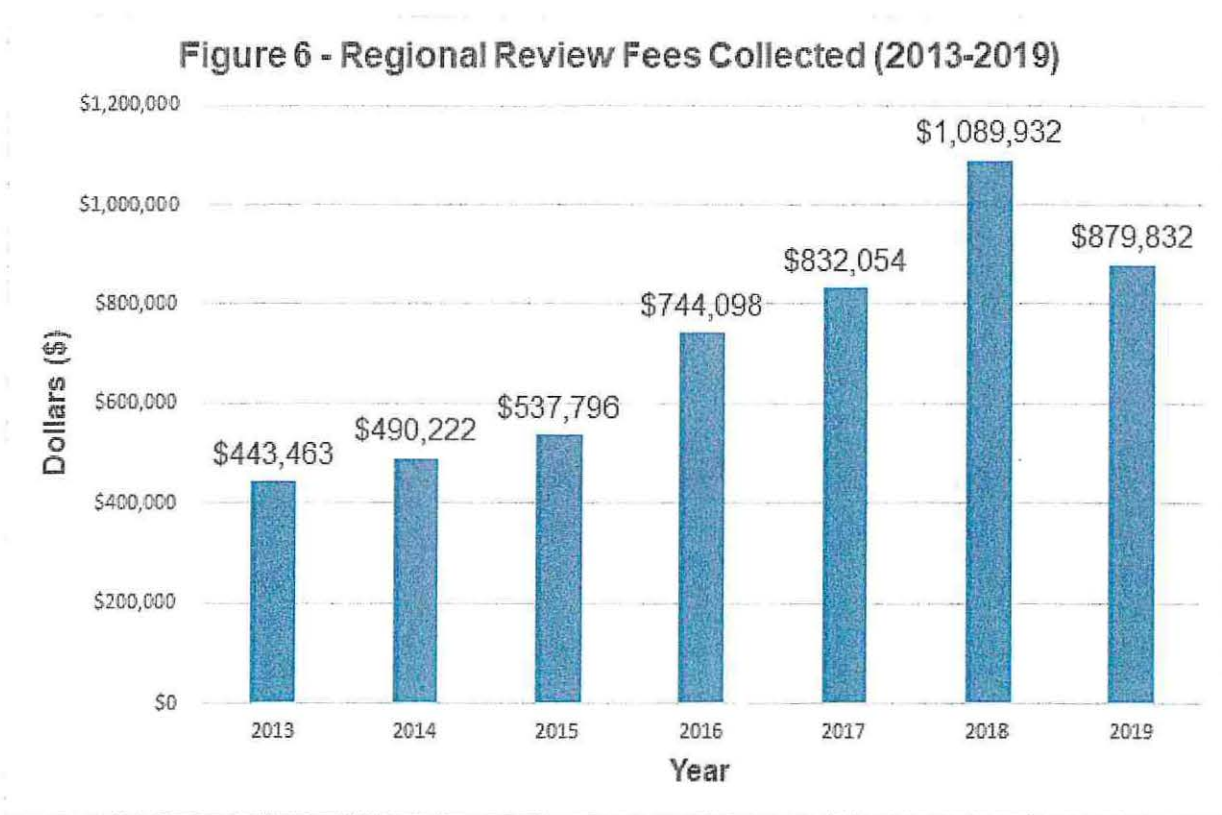


Figure 5 - Preconsultation Meetings by Municipality (2019)



### Regional Review Fees

Regional review fees are intended to offset Regional costs for the development review service. Figure 6 summarizes the fees collected between 2013 and 2019 for the Regional review of development applications. The 2019 total of \$879,832 represents a decrease of 19% from 2018, which relates to the decrease in total number of applications. As the total volume of development applications will likely increase from 2019 to 2020, development review fees are also expected to increase, although not to the 2018 level.



### Application Review Timelines

Timeline response targets for municipal and agency files vary according to application type (complexity) and are established by Planning Act regulations and the Memorandum of Understanding between the Region and the Local Area Municipalities. The Region consults with municipal staff to establish local priorities and in several cases, extensions were granted to initial comment periods. This arrangement allowed for the resolution of issues, submission of additional information where required and addressed workload demands. Based on this consultation and cooperation with local municipal staff, Regional staff provided review comments satisfying timeline targets for

90% of all Development Planning and Engineering applications with due dates in 2019. Committees of Adjustment applications (i.e., consent and minor variances) represented almost one-third of responses which were past the timeline target. Committee of Adjustment review processes are often condensed and commonly result in delayed comments. In all cases, Regional staff communicate with local staff when timeline targets will not be met.

Current Major Development Applications

Planning and Development Services Staff participated in the review of a number of major development applications in 2019, highlighted in the table below.

Municipality	Application	Developer	Details	Status
Grimsby	<b>Fifth Wheel site redevelopment;</b> Official Plan Amendment, Zoning By-law Amendment and Draft Plan of Subdivision	Losani Homes	6 mixed use buildings with 1,240 residential units and 46,000 ft <sup>2</sup> of employment space; 36 townhouse units; 19,500 ft <sup>2</sup> of commercial space; 2.25 ha of parkland and open space	In process; Public Meeting held on January 28, 2020
Lincoln	<b>Prudhommes Landing site Redevelopment;</b> Zoning By-law Amendment and Draft Plan of Subdivision	FBH Ontario Inc.	Estimated total of 1,173 residential units; single-detached, semi-detached, townhouse and apartment units; 3.92 ha of open space; 3.88 ha of natural area	Draft Plan of Subdivision Approved

Municipality	Application	Developer	Details	Status
Niagara Falls	<b>Riverfront Residential Community;</b> Zoning By-law Amendment and Draft Plan of Subdivision	GR (CAN) Investments Ltd.	Estimated total of 1,045 residential units; single-detached, semi-detached, townhouse and apartment units; 1.86 ha of parkland and open space; 17 ha of natural area	In process; Public Meeting to be scheduled
Niagara Falls	<b>Splendour Residential Development;</b> Official Plan Amendment, Zoning By-law Amendment and Draft Plan of Subdivision	Cobas Developments Inc.	104 single-detached dwellings; 16 semi-detached; 148 townhouses; 1 block for future school(s) site	Draft Plan of Subdivision Approved
Niagara Falls	<b>New South Niagara Hospital;</b> Campus Plan	Niagara Health System	Campus Planning for new Niagara South Hospital site	Campus Plan finalized in September 2019; incorporated into Ministry of Health Functional Program Submission
Thorold	<b>Canada Summer Games Complex;</b> Site Plan	Games Operations, 2021 Canada Summer Games	Canada Summer Games Building and Playing Fields	Site Plan Approved; site works in progress



Municipality	Application	Developer	Details	Status
Welland	<b>Hunter's Pointe Golf Course Redevelopment;</b> Official Plan Amendment, Zoning By-law Amendment and Draft Plan of Subdivision	2599587 Ontario Ltd.	735 single-detached dwellings; 250 townhouses; 170 residential units and 60,000 ft <sup>2</sup> of commercial space within mixed use buildings	In process; Public Meeting to be scheduled

### Commissioner Comments

In order to review service delivery and ensure Regional Planning continues to add value to the application review and approval process for local municipalities and developers/investors, an update to the Memorandum of Understanding (MOU) with the Local Area Municipalities was completed in 2019 and is now endorsed by all municipalities and in effect.

The increased level of development in recent years represents a *"new normal"* for the Region. Regional Development Planning has adjusted its approach and practices to be solution oriented and proactive. By providing ongoing support to our local Municipalities, the Region strives to realize complete community planning outcomes that encourage the best possible development throughout the Region. The Urban Design review function within Development Planning is a key component to elevate the quality of development in Niagara and achieve industry leading results, reflecting positively on the Niagara brand.

It is important to keep in mind that the development approval process is not intended to be a substitute for community planning. In the past, some municipalities have only relied on the development approval to achieve their land use objectives, mainly due to resource and staffing constraints. This is not a best practice and undesirable on a go forward basis. Municipalities should anticipate more growth and invest and increase their capacity for proactive planning such as Secondary Plans and Neighbourhood Plans in order to manage that growth, achieve desirable results and meet community expectations. In the coming years, local municipalities will also be challenged to respond to updated Provincial plans and policies as well as the new Regional Official Plan, likely causing even further demand for staffing and resources.

## Alternatives Reviewed

None.

## Relationship to Council Strategic Priorities

This report provides information on development application activity that contributes to strong economic prosperity throughout the communities within the Niagara Region and supports a sustainable and engaging government through ensuring high quality, efficient and coordinated core services.

## Other Pertinent Reports

- PDS 3-2019: Development Applications Monitoring Report - 2018 Year End
- PDS 21-2019: 2018 End of Year Growth Report

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### Prepared by:

Aaron Butler, MCIP, RPP  
Senior Planner  
Planning and Development Services

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### Recommended by:

Rino Mostacci, MCIP, RPP  
Commissioner  
Planning and Development Services

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### Submitted by:

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Pat Busnello, MCIP, RPP, Manager, Development Planning and Diana Morreale, MCIP, RPP, Director, Development Approvals.*

March 27, 2020

CL 5-2020, March 26, 2020  
PEDC 3-2020, March 11, 2020  
PDS 7-2020, March 11, 2020

**DISTRIBUTION LIST**

**SENT ELECTRONICALLY**

**RE: Cannabis Workshop Summary  
PDS 7-2020**

Regional Council, at its meeting of March 26, 2020, approved the following recommendation of its Planning and Economic Development Committee:

That Report PDS 7-2020, dated March 11, 2020, respecting Cannabis Workshop Summary, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Council **ENDORSE** the letter to Ontario Ministry of Agriculture, Food and Rural Affairs (attached as Appendix 2 of Report PDS 7-2020);
2. That staff **CIRCULATE** this letter to the Ontario Ministry of Agriculture, Food and Rural Affairs, Ministry of Health, Association of Municipalities of Ontario (AMO), and all local Members of Parliament (MPs); and
3. That staff **CIRCULATE** a copy of Report PDS 7-2020 to the Local Area Municipalities.

A copy of Report PDS 7-2020 is enclosed for your information.

Yours truly,



Ann-Marie Norio  
Regional Clerk  
:me

CLK-C 2020-129

Distribution List: Ontario Ministry of Agriculture, Food and Rural Affairs  
Ontario Ministry of Health and Long-Term Care  
Association of Municipalities of Ontario  
Mr. Dean Allison, MP Niagara West  
Mr. Chris Bittle, MP St. Catharines  
Mr. Rob Nicholson, MP Niagara Falls  
Mr. Vance Badawey, MP Niagara Centre  
Local Area Municipalities

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**Subject:** Cannabis Workshop Summary

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

**Report date:** Wednesday, March 11, 2020

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## **Recommendations**

1. That Regional Council **ENDORSE** the letter to Ontario Ministry of Agriculture, Food and Rural Affairs (Attached as Appendix 2 of Report PDS 7-2020);
2. That staff **CIRCULATE** this letter to the Ontario Ministry of Agriculture, Food and Rural Affairs; and
3. That staff **CIRCULATE** a copy of this report to the local area municipalities.

## **Key Facts**

- The purpose of this report is to share feedback heard from the facilitated Cannabis Workshop held on December 11, 2019, as directed by Planning and Economic Development Committee.
- The workshop consisted of two presentations and table discussions moderated by Regional staff. Table discussions focussed on concerns municipalities have related to growth of the cannabis industry, regulatory tools being used to permit development, and what Provincial guidance for the industry could include.
- There were approximately 40 attendees including elected officials and regional and local representatives from planning, by-law, building, fire departments.

## **Financial Considerations**

Costs associated with the workshop were accommodated within the Planning and Development Services 2019 Operating Budget.

## **Analysis**

### Background

At the October 9, 2019 Planning and Economic Development Committee meeting, staff were authorized to coordinate a facilitated cannabis workshop with local municipalities to discuss operational and land-use concerns related to cannabis cultivation and production facilities and identify regulatory tools to address these concerns.

The half-day workshop was held at Balls Falls Centre of Conservation on Wednesday, December 11, 2019 from 1:30-3:30pm. The workshop was facilitated by Niagara Region's Innovation and Business Excellence staff.

Attendees included elected officials and planning, by-law, building, and fire staff from the following local area municipalities:

- Town of Fort Erie
- Town of Grimsby
- Town of Lincoln
- City of Niagara Falls
- Town of Pelham
- City of Port Colborne
- City of St. Catharines
- City of Thorold
- Township of Wainfleet
- City of Welland
- Township of West Lincoln

#### Workshop Format

The workshop consisted of two presentations and moderated table discussions.

- Economic Development staff presented on the "Current Status of Cannabis Operations in Niagara" providing a general overview of federal licenses for cannabis, commercial licensed producers in Niagara, the roles and responsibilities of all levels of government for regulating cannabis, and designating a person to produce medical cannabis.
- The workshop heard a presentation from Dr. Sara Epp, Assistant Professor in Rural Planning and Development at the University of Guelph on a research-funding proposal to OMAFRA: "Assessing Land Use Planning Tools to Mitigate Odour and Lighting Nuisances Related to Cannabis Production." If funded, this research would commence in May 2020 and conclude April 2023.

Regional staff, working through a series of questions with stakeholders, moderated the table discussions. Questions included concerns municipalities have with cannabis, the tools municipalities have used to regulate cannabis, and provincial guidance material municipalities would like to see. Highlights of the responses heard at each table were reported back to all attendees through a general discussion.

### Table Discussion Feedback

The following is a summary of the feedback received during the table discussions. Please refer to Appendix 1 for a full summary of the feedback.

The concerns that municipalities highlighted included the following:

- lack of information and regulations;
- traffic concerns with large production facilities;
- enforcement concerns;
- odour and light concerns;
- cannabis and its compatibility to rural character;
- water and wastewater implications;
- crime and security concerns;
- retrofitting buildings for cannabis use;
- tax implications;
- concern with cannabis as a 'normal farm practice'; and
- concern with growing cannabis in greenhouses.

The tools municipalities have been using to regulate cannabis facilities include site plan control, interim control by-laws, and zoning. Overall, there is a mixed consensus on the effectiveness of these tools due to a number of reasons, including:

- no unified approach to regulation across Niagara;
- the tools have not been implemented for long enough to measure effectiveness;
- uncertainty of the land classification for cannabis; and
- the expense and difficulty of enforcement.

Guidance material or provincial clarification that municipalities would like to see include:

- clarification on enforcement;
- best practices for managing odour and light;
- clarification on how cannabis fits within the agricultural sector;
- clarity on production facilities vs. growing operations;
- land use compatibility with cannabis; and
- consistency with rules across the sector.

### Conclusion

The workshop provided stakeholders a collective opportunity to identify concerns related to cannabis cultivation and production facilities experienced across Niagara and identify opportunities that require clarification from the Province.

Recognizing the regulation of cannabis occurs at the local municipal level, the Region, on behalf of Niagara local area municipalities, encourages the Province to develop guidance materials on cannabis cultivation and production facilities (see Appendix 2). Guidance materials for cannabis would provide greater clarity and consistency for municipalities across Ontario and benefit growers, producers, local area municipalities, and residents.

### **Alternatives Reviewed**

The alternative would be for Committee and Council to not endorse and direct the attached letter to the Ministry of Agriculture, Food, and Rural Affairs and the Ministry of Municipal Affairs, and not circulate this report to the local area municipalities. This is not recommended.

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

This report supports Council's strategic priority of Supporting Businesses and Economic Growth by working together with local area municipalities' planning departments and leveraging partnerships with post secondary institutions.

### **Other Pertinent Reports**

CWCD 420-2019 Facilitated Cannabis Workshop

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**Prepared by:**

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Planner  
Planning and Development Services

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**Recommended by:**

Rino Mostacci, MCIP, RPP  
Commissioner  
Planning and Development Services

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**Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Erik Acs, MCIP, RPP, Manager of Community Planning, Kelly Provost, Economic Development Officer, and reviewed by Doug Giles, Director of Community and Long Range Planning.*

**Appendices**

- |            |   |
|------------|---|
| Appendix 1 | Cannabis Workshop Consultation Summary                                      |
| Appendix 2 | Letter re: Guidelines Needed to Reduce Cannabis Facility Land Use Conflicts |



## Cannabis Facilitated Workshop Summary



Planning and Development Services  
March 11, 2020



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## Executive Summary

On December 11, 2019, the Region's Planning and Economic Development staff coordinated a cannabis workshop facilitated by the Region's Innovation and Business Excellence staff, as directed by Planning and Economic Development Committee at the October 9, 2019 meeting. The purpose of this workshop was to discuss the impact of the cannabis industry in Niagara.

The workshop had approximately 40 attendees ranging from elected officials, planning staff, by-law staff, building staff and fire staff. Eleven of the 12 local municipalities attended, including Fort Erie, Grimsby, Lincoln, Niagara Falls, Pelham, Port Colborne, St. Catharines, Thorold, Wainfleet, Welland, and West Lincoln.

The workshop consisted of presentations and facilitated table discussions. The first presentation outlined the current status of the cannabis industry in Niagara. A second presentation outlined a research proposal from the University of Guelph to the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) related to developing guidance tools for land use planners related to cannabis facilities.

Table discussions were focused on concerns municipalities have related to the growth of the industry, regulatory tools being used to permit development, and what Provincial guidance for the industry could include.

The concerns that municipalities highlighted included the following:

- Lack of information and regulations
- Traffic concerns with large production facilities
- Enforcement concerns
- Odour and light concerns
- Cannabis and its compatibility to rural character
- Water and wastewater implications
- Crime and security concerns
- Retrofitting buildings for cannabis use
- Tax implications
- Cannabis as 'normal farm practice' and using greenhouses for growing cannabis

The tools municipalities have been using to regulate cannabis facilities include site plan control, interim control by-laws, and zoning. Overall, these tools have had mixed results for a number of reasons, including:

- no unified approach across Niagara
- the tools have not been implemented for long enough to measure effectiveness
- uncertainty of the land classification for cannabis
- the expense and difficulty of enforcement

Guidance material or provincial clarification that municipalities would like to see include:

- Clarification on enforcement
- Ways to manage odour and light
- Clarification on how cannabis fits within the agricultural sector
- Clarity on production facilities vs. growing operations
- Land use compatibility with cannabis
- Consistency with rules across the sector

## 1.0 Introduction

This report summarizes the discussions from a half day workshop held at Balls Falls Centre of Conservation on Wednesday, December 11, 2019, from 1:30-3:30pm to discuss operational and land use concerns related to cannabis growing facilities.

The purpose of the workshop was to:

- Understand the different types of licensing that currently exists for cannabis growing facilities
- Bring together local municipalities staff and councillors to discuss challenges, tools, and opportunities, including:
  - concerns municipalities have with cannabis facilities
  - tools (site plan control, zoning, interim by-laws, etc.) that can or are being used to regulate these facilities
  - suggestions for best practice or guidance materials that the Province could provide
- Summarize the top themes and circulate them to the group for use
- Consolidate relevant items into a report to the Regional Planning and Economic Development Committee.

This report is a select summary of the findings from the workshop.

## 2.0 Presentation 1- Current Status of Cannabis Operations in Niagara

Economic Development staff presented on the “Current Status of Cannabis Operations in Niagara”. This presentation provided a general overview regarding federal licenses, commercial licensed producers in Niagara, the roles and responsibilities of all levels of government, and designating a person to produce medical cannabis. This presentation was intended to highlight the most relevant information from the Cannabis Regulation Framework Presentation by Cannabis Compliance Inc. at the October 9, 2019 Planning and Economic Development Committee. Key points by subject are below:

### **Federal Licences:**

- A federal licence is required to cultivate, process, or sell cannabis for medical or non-medical purposes
- One must have a licence to grow, sell, or test cannabis, as well as make cannabis products or do research with cannabis

### **Commercial Licensed Producers in Niagara:**

- Health Canada only publishes information on commercial cultivation, processing, and selling licenses; there is very little information on personal use or designated growing operations
- There are six commercial licensed producers in Niagara as of December 2019 (RedeCan Pharm-two sites, CannTrust, Tweed Farm Inc., Hexo Corp, Cannacure Corp), with two more facilities seeking/in process for licensing from Health Canada

- As of June 14, 2017, the only entity in Canada that is legally permitted to sell medical cannabis as a commercial good and as a registered business is a licensed producer.

**Table 1. Roles and Responsibilities at the Federal, Provincial, and Municipal Levels:**

Federal	Provincial/Territorial	Municipal
Cannabis production	Wholesale and retail distribution of cannabis	Zoning (density, location)
Cannabis possession limits	Selection of retail distribution model	Retail locations
Trafficking	Workplace safety	Home cultivation
Advertising	Discretion to set more restrictive limits for:	Business Licensing
Minimum age limits (18)	<ul style="list-style-type: none"> <li>• minimum age for consumption</li> <li>• possession amount</li> </ul>	Building Codes
Oversight of medical cannabis regime, including personal cultivation registration		Nuisance
		Smoking restrictions
		Odours
		Municipal workplace safety
		Enforcement
		Regulations around public consumption
		Personal possession
		Municipal cost considerations related to local policing

**Designating a Person to Grow Medical Cannabis:**

- An individual will be issued a registration certificate by Health Canada which indicates the number of plants one can grow, the amount of dried cannabis one can store, the production site (indoor or outdoor), and the storage site
- A designated grower can grow for up to 4 individuals with medical licenses;
- The Allard Decision of 2016 (federal court ruling that there is no ability to prevent designated growers from growing cannabis) is now rolled into the Cannabis Act (Access to Cannabis for Medical Purposes Regulation ACMPR) which allows individuals to grow for themselves
- Based on information relayed by Health Canada, growing on behalf of a patient is not operating as a “business” because there is no “commercial” exchange.

**2.1 Presentation 1 Feedback- Current Status of Cannabis Operations in Niagara**

Following the presentation staff opened up the floor for discussion, comments, or questions. The comments and discussions included challenges with enforcement, different regulations for different licenses, and difficulty of defining cannabis as a normal farm practice, as summarized below:

<b>Enforcement</b>	<ul style="list-style-type: none"><li>• Problems at the local level for enforcement;</li><li>• Ontario Ministry of Agriculture, Food, and Rural Affairs (OMAFRA) refuses to define normal farm practice and says to treat these facilities on a case-by-case (complaint) basis;</li><li>• Lack of Health Canada resources for enforcement.</li></ul>
<b>Licensed Producer vs. Designated Grower Regulations</b>	<ul style="list-style-type: none"><li>• Designated storage area for non-licensed producers is different than for licensed growers even though the facilities can be just as large as licensed facilities;</li><li>• There is a lack of enforcement for designated growers.</li></ul>
<b>Definition of Normal Farm Practice</b>	<ul style="list-style-type: none"><li>• OMAFRA recognizes growing cannabis as a regular agricultural practice, which is an issue/restriction because placing regulations on the cannabis industry may impact other agricultural products that are being produced;</li><li>• There is an opportunity to define cannabis now, as there have been many challenges/issues with cannabis as a regular agricultural practice;</li><li>• Processing has some different definitions than growing. This will affect how municipalities can challenge the different elements.</li></ul>

### 3.0 Table Questions

The table discussions included answering the following questions:

- (1) Concerns related to light and odour are frequently associated with the cannabis industry. Beyond these items, what other concerns have you experienced in your municipality?
- (2) There are a number of existing tools that are being utilized by municipalities in Ontario to regulate cannabis facilities under mechanisms like the Ontario Building Code, Ontario Planning Act, the Municipal Act, the Ontario Fire Code, etc.
  - a) What tools has your municipality implemented to regulate cannabis facilities (e.g. site plan, interim control by-law, zoning, etc.)?
  - b) Have these approaches been effective?
  - c) Are there additional tools that you can envision to regulate cannabis facilities?
- (3) For certain land-use topics, the Province prepares guidance materials (i.e. Permitted Uses for Agriculture, Land Needs Assessment Methodology, etc.). If the Province was to prepare land-use guidance materials or best practices for cannabis facilities, what do you think should be included?

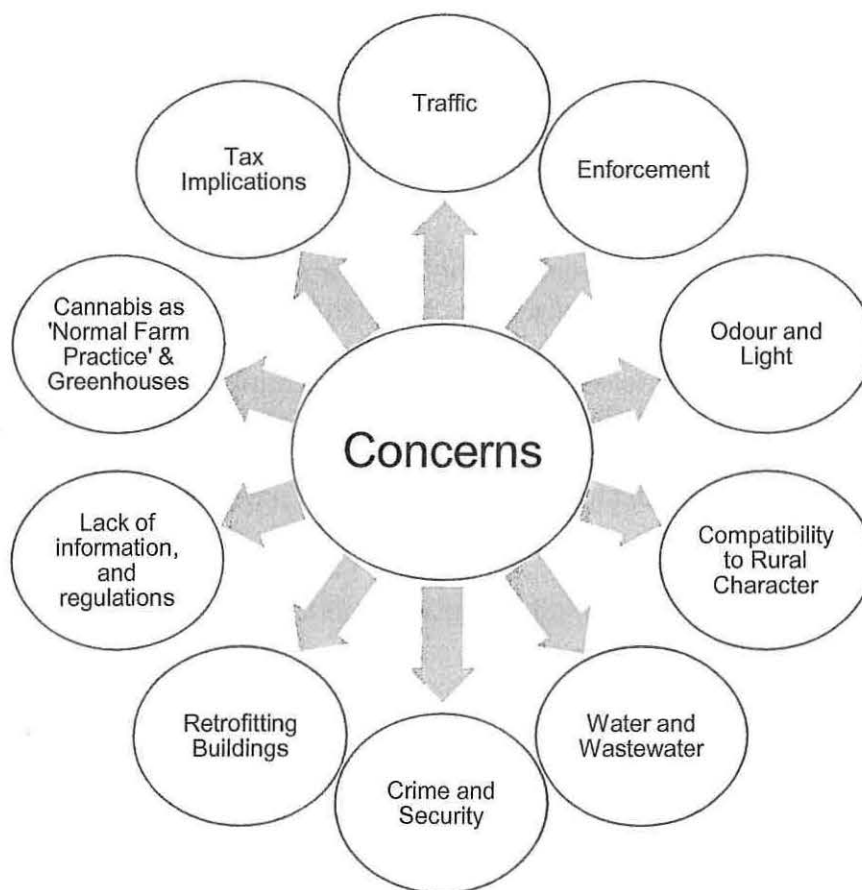
### 3.1 Table Feedback

The moderators of each table recorded the table feedback, and presented the highlights to the participants of the workshop. Responses to the questions above were recorded and are summarized below.

#### 3.1.1 Concerns Experienced by Municipalities

The second question asked participants to explain what concerns they have experienced in their municipality other than odour and light. Despite this, odour and light were a top concern and have been included. The concerns have been categorized into 10 different themes, as shown Table 2 below.

**Table 2. Concerns Experienced by Municipalities**



#### **Lack Of Clearly Defined Rules/Regulations/Information:**

- Lack of available information
  - Ability to connect with Health Canada is difficult and they will not provide a list of personal license holders
  - Legal opinions of legislation and rules can differ between those giving the interpretation

- Facilities that were not subject to site plan control or building codes before getting their license may not be in compliance with newer requirements
- Designated growers (DGs) vs. licensed producers (LPs)
  - DGs are held to a much lower standard than LPs
  - LP facilities must comply with building and fire code and DGs are not required to be.

#### **Enforcement Concerns:**

- Frustration from residents regarding by-laws that cannot be enforced (DGs)
- Expensive for municipalities to enforce all of the by-laws related to cannabis
- Lack of monitoring for compliance, for instance
  - Licenses list how many plants you are allowed to grow, but enforcement is not ensuring the operations have the correct number of plants
  - Chicken barns are being purchased and turned into growing operations and by-laws are not enabling enforcement to confirm these are licensed operations
- Concern about communication between by-law officers, police, and the provincial and federal government
- Concern about how municipalities penalize non-compliance

#### **Tax Implications:**

- Concern about economic implications, where in some cases residential owners are paying more in taxes than producers, e.g., agriculture does not have a high tax base compared to residential
  - Concern regarding residents “subsidizing” the cannabis industry
  - Concern regarding residents moving out of an area when cannabis operations move in
- Concern about additional cost to municipalities when producers don't pay their 'share' of taxes
  - Low agriculture tax rates
  - High use of infrastructure but no development charges
  - Other exemptions to producers

#### **Odour/Light Concerns:**

- Light and odour are by far the most frequent concerns.
  - Treatment chemicals for odour and the negative affect on nearby crops and human health
  - Odour complaints that are blamed on licensed producers but are usually regarding designated growers
- Setbacks from a facility do not work for odour/light, which travel, impacting residential areas
- Impact to quality of life, e.g., children being exposed to cannabis and allergies



### **Traffic Concerns:**

- Concern about increased traffic volume on the roads surrounding LP facilities due to increased levels of employment in the area
  - Negative impact to rural road conditions
  - Parking issues
  - Increased noise levels

### **Rural Character:**

- Concern about the location of these facilities in relation to sensitive land uses such as schools and residential areas
- Decreased land value, especially on rural properties
- Change to character of rural landscape (e.g., high fencing around cannabis crops, which contributes also to perceptions of safety, potential criminality)

### **Water and Wastewater:**

- Concern about the infrastructure for water demands, water treatment and disposal
  - Concern of excess water that is contaminated
  - Concern that these facilities will run residents' wells dry
  - Implications of septic with high employment at a facility

### **Security/Crime:**

- Concern about how material is being disposed of and whether there is illegal dumping taking place
- Concern about the safety and security of these facilities
  - Residents concerned about facilities increasing crime rates, stemming from a stigma around the industry
- Concern about designated growers operating as a business supplying the black market

### **Retrofitting Concerns:**

- Concern about cannabis facilities that are retrofitting existing buildings
  - New as opposed to retrofitted spaces – difference in what is required; the latter may not require a building permit
  - Ensure retrofitted buildings are subject to site plan agreements to trigger appropriate review

### **Cannabis as 'Normal Farm Practice':**

- Concern about cannabis as a 'normal farm practice'
  - Need to challenge cannabis being defined as a 'normal farm practice' at the normal farm practice protection board (OMAFRA)
  - Concern if outdoor growing would be restricted if it is considered a 'normal farm practice'
- Agricultural impacts
  - Spores contaminating other crops, e.g., cannabis spores can change the gender of hops plants
  - Cannabis is not good land use in prime agricultural areas

- Creating cannabis-specific regulations may result in unintended consequences for other agricultural crops
- Concerned about servicing cannabis facilities that are within greenbelt lands
- Greenhouse concerns
  - Greenhouses being used to grow cannabis because they are cheap and located in agricultural areas
  - Difficult to regulate greenhouses being used for cannabis as this will have impact on other growers, e.g. flower growers
  - Building code does not do enough to address fire codes for facilities/greenhouses, e.g., construction detailing does not address fire wall specifications/requirements

### **3.1.2 Tools for Cannabis Regulation**

Question 3 is broken down into three sub-questions asking participants about what tools their municipality has implemented to regulate cannabis, if these tools have been effective, and if there are any additional tools that could be used.

#### **Tools municipalities have implemented to regulate cannabis facilities**

Site plan control, interim control by-laws, and zoning have all been used to regulate cannabis facilities in various municipalities across Niagara. Additionally, the Town of Pelham has created a 'Cannabis Control Committee' to help regulate cannabis facilities. Recommendation from participants in Pelham suggest including growers in these committees to have a full range of perspective on the issues.

**Table 3. Three Tools Used to Regulate Cannabis Facilities in Niagara Municipalities**

<b>Site Plan Control</b>	<b>Interim Control By-Law</b>	<b>Zoning</b>
<ul style="list-style-type: none"> <li>• Site plan control used for new facilities in some municipalities. Allows staff to address concerns raised by members of the public</li> <li>• Issues such as light, servicing, buffering, and screening, can be addressed at this stage to mitigate concerns</li> <li>• Pre-consultation checklists for site plans require specific studies to be conducted</li> <li>• Medical licenses have been subject to site plan control</li> <li>• License permits have been issued through municipalities.</li> </ul>	<ul style="list-style-type: none"> <li>• The most popular tool used. If a municipality currently does not have one, they are considering it</li> <li>• Used to prevent new facilities, including recreation</li> <li>• Ensure facilities are enclosed</li> <li>• Ensure no greenhouses or outdoor storage is used</li> <li>• Interim control by-law being used in both Pelham and Lincoln that expire in July 2020</li> </ul>	<ul style="list-style-type: none"> <li>• A zoning by-law amendment was passed in 2014 that added stricter requirements for any new facilities (Port Colborne)</li> <li>• E.g. Minimum separation to sensitive land use: 150 metres</li> <li>• E.g. Minimum lot size/frontages</li> <li>• E.g. Outdoor storage not permitted</li> <li>• E.g. Servicing requirements</li> <li>• Official plan zoning-location for larger scale facilities</li> <li>• Medical licenses have been subject to zoning;</li> <li>• Minimum lot sizes</li> <li>• In industrial zones-distance from sensitive land</li> </ul>

**Effectiveness of tools implemented**

There were mixed views on the effectiveness of these tools amongst the participants. However, some reasons for ineffectiveness provided were:

- Municipalities across Niagara are implementing different tools, with no unified approach
- Most regulations are new and no new facilities have been approved under these regulations
- Interim control by-laws are effective until they are challenged, and are only a temporary solution as they expire
- Zoning is difficult because of the uncertainty of what the land use is for cannabis
- Difficult to defend by-laws, making the tools less effective
- Expensive for smaller municipalities to enforce by-laws

There was discussion that a nuisance by-law is on the cusp of implementation and that it may have greater enforcement potential.

**Table 4. Additional Tools to Regulate Cannabis Facilities**

<p>Administrative Monetary Penalty System</p>	<ul style="list-style-type: none"> <li>•Go after taxes to fine</li> <li>•Increase fines for non-compliance so it does not become ‘the cost of doing business’</li> <li>•Would likely need to be able to enforce the Cannabis Control Act</li> <li>•Municipal Act fines would likely not be large enough to control large producers</li> <li>•Additional work on how it would be administered and enforced would be required</li> </ul>
<p>Creating Industry Standards</p>	<ul style="list-style-type: none"> <li>•Aligning rules for new vs. existing facilities</li> <li>•The development of a ‘Good Neighbour Policy’</li> <li>•Business licensing</li> </ul>
<p>Local Enforcement</p>	<ul style="list-style-type: none"> <li>•The need to work closely with the NRP for safety when entering a growing facility</li> <li>•Have NRP help figure out how enforcement can enter buildings so they can ask to see a license. Unclear if there is support for enforcement officers to enter</li> <li>•Need to have federal government delegate the authority to enforce the Cannabis Control Act to municipalities</li> <li>•More oversight of Health Canada licenses by local municipalities and other local authorities</li> </ul>
<p>Common language and tools across Niagara</p>	<ul style="list-style-type: none"> <li>•Communication across Niagara to have a common language for regulating these facilities</li> <li>•Engagement sessions and education</li> <li>•Following up with federal and provincial governments</li> <li>•Create easier way to communicate with authorities</li> </ul>
<p>Land Use/Site Plans/Zoning</p>	<ul style="list-style-type: none"> <li>•Have a minimum distance separation (MDS) formulae for cannabis</li> <li>•Have zoning and site plan control well thought out and enforced</li> <li>•Requiring facilities to monitor and be conscious of the surrounding area</li> <li>•Ask that approval is only given to newly built facilities</li> <li>•Set back controls</li> <li>•Develop zoning by-laws that brings all agricultural operations under site plan control. This would enable control of fire, water, access, building height, etc.</li> <li>•Amending Official Plans; zoning; site plan control to include both new and existing facilities;</li> <li>•Land use planning for regulating designated growers</li> <li>•Further designate agricultural lands</li> <li>•Don’t put locations of growing together</li> <li>•Determine whether designated grower areas can be zoned</li> </ul>

### 3.1.3 Guidance Material

Question 4 had participants share what they would like to see included in a provincial guidance document if one is created. Participants shared both what they would like to see clarification on and what local experience has shown.

In general local area municipalities (LAMs) are interested in understanding the tools available to municipalities for regulating cannabis cultivation and production and how best to work with these operations.

**Table 5. Provincial clarification categories**



#### **Enforcement**

- Need clear definitions for cannabis as policies can be appealed
- How to penalize facilities for non-compliance for:
  - Licensing at municipal level
  - Licensing at federal level
  - Renewal process

#### **Odour & Light**

- Odour control standards for both cannabis growing and production facilities
  - How to address facilities that seem to be worse than others
  - How outdoor facilities are observed when it comes to odours
  - Can low odour cannabis plants be required in certain facilities?
  - Best management practices (BMPs) for mitigating impacts on residential neighbourhoods- what are the setback requirements for outdoor growing

- Light mitigation measures
  - How to better incorporate lighting standards into zoning by-laws

### **Cannabis and Agriculture**

- Need OMAFRA to clearly recognize cannabis as an agricultural category and come up with guidelines. There are previous examples where OMAFRA has dealt with related issues pertaining to other agricultural areas, e.g., MDS, livestock odor, tobacco drying odor that may be relevant to cannabis; same with technology, e.g., bird bangers, anti-frost machines also were controversial but became regulated
- Tighten-up and clarify “Value Added Uses” in terms of cannabis production
- Guidelines for Greenhouses
  - Facility size
  - Construction standards
  - Maximum amount of glass
  - Rules for when greenhouses are converted for any type of cannabis facility

### **Production Facilities**

- How to define production facilities
  - Growing is agriculture: How do we categorize production facilities
- The Province should update the D6 Guidelines Compatibility between Industrial Facilities, to include consideration of cannabis.

### **Land Use Compatibility**

- What is the best land use compatibility with cannabis facilities? If cannabis is being produced in a greenhouse, you don't necessarily want it within prime agricultural areas, but if it becomes a commercial/industrial use, it may be too close to the urban areas. What would be the best practice for this?
- Inform us through guidance material what is the best practice for:
  - Setbacks - What is an appropriate setback for this type of facility?
  - Zoning - How should we zone these types of facilities?
  - Traffic studies - When is it necessary to conduct a traffic study on a licensed production facility?
  - Waste (septic) - When is it necessary to look at the impact of water/wastewater to the surrounding area?
  - Light mitigation measures
  - Infrastructure - water demands (aquifer), municipal water supply, disposing of water (treatment).

### **Consistency across the sector**

- Come up with feasible calculations based on, for instance, the number of plants – regulations should be based on large-scale growing as this would address the critical issues for both DGs and LPs
- Scale of the facilities (licensed producers vs. designated growers)
- When growers move from one municipality to another, there is a new set of standards/bylaws that they must now abide by

- Clarity on who is in charge of what, as the land owner is not necessarily the farmer/producer
- Need a guidance document outlining best practice to help staff, members of the public and prospective cannabis facility owners
- Province needs to make advice on a tailored complaints process

**Other:**

- Technological innovation needs to be used to mitigate odour and concerns
  - Reaching out to other countries that have experience, e.g., The Netherlands
  - Making sure that regulations take into account advances in technology
- The Weed Control Act could be looked at for potential solutions
  - Cannabis to be considered a weed that is impacting a neighbours crops
- The need for all designated license holders to be publicized to the Niagara Regional Police (NRP) and municipalities by Health Canada

**Local experience has shown that:**

- Greater enforcement needs to come from the federal government for the licensed producer facilities when complaints are made
- Problems and uncertainties need to be addressed immediately as they are occurring now
- There is a need for the College of Physicians and Surgeons to consider criteria and number of prescriptions they provide for medical cannabis
- If publishing information on cannabis tourism, the local municipalities should be involved with the published materials
- Need to have provincial clarification on cannabis cultivation and production so that there is consistency for municipalities across Ontario
- Education is important; it may be possible to leverage work being done in research and programs (Niagara College, University of Guelph) and to have those working in the cannabis sector involved

**Regional level:**

- Could there be a by-law regarding the odour for these facilities, e.g. similar to the Region enforcing the smoking by-law? There may be an opportunity to combine with Public Health initiatives
- Suggestion that Region takes over
  - Business licensing
  - By-laws enforcement
  - Inspections
  - Site plans (similar to tobacco)

#### **4.0 Presentation 2- Cannabis Research**

Dr. Sara Epp, Assistant Professor in Rural Planning and Development at the University of Guelph presented on a research-funding proposal that has been submitted to

OMAFRA as of November 2019: "Assessing Land Use Planning Tools to Mitigate Odour and Lighting Nuisances Related to Cannabis Production."

There are multiple research objectives associated with this research proposal, which includes continuing to support the expansion of the cannabis sector in Ontario; bring consistency to municipal decision making and land use planning approvals related to cannabis; and to reduce nuisance complaints and issues between cannabis operations and neighbouring land uses through effective siting and development of cannabis production operations

The deliverables for this project (pending OMAFRA funding) are:

- Jurisdictional scan and literature review exploring planning tools/practices for cannabis production within Ontario and broadly
- Toolkit of best land use planning policies, strategies, practices, procedures that support standard farm practices related to cannabis production
- Creation of a "Good Neighbour Policy" to be used by farmers and municipalities to mitigate/reduce potential nuisance complaints

The timeframe for this project is May 1, 2020 to April 30, 2023, should the funding application be successful. Best practices will be discussed with appropriate stakeholders through a series of workshops throughout the project timeline.

#### **4.1 Presentation 2 Feedback -- Cannabis Research**

The feedback following the presentation emphasized the need to have this information available sooner. There were also questions and comments regarding how people could stay up to date on the project and a request to have Dr. Epp come back to Niagara to hold a workshop during the timeframe of the project.

#### **5.0 Conclusion**

The workshop brought together local area municipalities' staff and elected officials for a productive discussion on issues surrounding the cannabis industry and focussed on working together to find solutions.

The feedback heard from the workshop on December 11, 2019 will be shared with the Regional Planning and Economic Development Committee, local area municipalities, the Ontario Ministry of Agriculture, Food, and Rural Affairs, and the Ontario Ministry of Municipal Affairs and Housing.



March 11, 2020

Delivered Electronically

Hon. Ernie Hardeman  
Minister  
Ministry of Agriculture, Food and Rural Affairs  
11th Flr, 77 Grenville St  
Toronto, ON  
M7A 1B3

Hon. Mr. Hardeman,

**Re: Guidelines Needed to Reduce Cannabis Facility Land Use Conflicts**

The purpose of this letter is to request the development of Provincial guidelines to reduce cannabis facility land use conflicts.

Greenhouse, nursery and floriculture production is the highest grossing agricultural industry in Niagara, with a GDP impact of \$691 million. The industry is well-established locally; however, the addition of cannabis as a crop has presented new regulatory challenges particularly related to siting facilities and operational considerations.

There are opportunities for improved approaches to land-use planning that would ensure licensed facilities are appropriately situated and regulated within the region to leverage the significant investment, value and job creation opportunities associated with the cannabis industry. The development of a set of land use guidelines pertaining to this crop is necessary to support both the industry and communities.

At a recent workshop with local municipal stakeholders and elected officials, land-use issues related to odour and light emissions as well as concerns pertaining to outdoor cropping of cannabis were discussed to compare approaches being applied across local area municipalities that support the industry.

This session confirmed that approaches are inconsistent among municipalities. Feedback from the stakeholders identified the need for the development of Provincial guidance materials, such as factsheets, pertaining to cannabis cultivation and production. The following topics were highlighted as priority items for inclusion in guidance materials:

- clarification on licensing and enforcement options for municipalities;
- standards and thresholds for odour and lighting emissions;
- best management practices for cannabis cultivation and production facilities; and

- 
- land use compatibility (similar to MDS, or D Series Guidelines).

The creation of guidance materials to inform cannabis cultivation and production represents an opportunity to add clarity, efficiency and consistency across the province in this area, to the benefit of growers, producers, local municipalities and their residents.

The Region understands that some of the above materials may already be in development, and encourages the Ministry to support the development of additional materials as suggested.

The Region would also be pleased to participate in any technical advisory groups or consultations with respect to any topics related to cannabis land use, including guidance materials or proposed regulations.

Sincerely,

---

Diana Huson  
Regional Councillor  
Chair, Planning and Economic Development  
Committee

---

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

cc:

Hon. Steve Clark, Minister of Municipal Affairs and Housing  
Jim Bradley, Regional Chair, Niagara Region  
Sam Oosterhoff, MPP Niagara West

April 3, 2020

CL 5-2020, March 26, 2020
PEDC 3-2020, March 11, 2020
PDS 5-2020, March 11, 2020

DISTRIBUTION LIST

SENT ELECTRONICALLY

RE: Niagara Region 2019 Employment Inventory Results Report
PDS 5-2020

Regional Council, at its meeting of March 26, 2020, approved the following
recommendation of its Planning and Economic Development Committee:

That Report PDS 5-2020, dated March 11, 2020, respecting Niagara Region
2019 Employment Inventory Results, BE RECEIVED and BE CIRCULATED to
the Local Area Municipalities, Local Economic Development Offices, Niagara
Workforce Planning Board and the Niagara Chambers of Commerce.

A copy of Report PDS 5-2020 is enclosed for your information.

Yours truly,

[Handwritten signature]

Ann-Marie Norio
Regional Clerk
:me

CLK-C 2020-132

- Distribution List: Local Area Municipalities
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R. Mostacci, Commissioner, Planning and Development Services  
N. Oakes, Executive Assistant to the Commissioner, Planning and Development Services

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**Subject:** Niagara Region 2019 Employment Inventory Results

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

**Report date:** Wednesday, March 11, 2020

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## Recommendations

1. That Report PDS 5-2020 respecting the 2019 Niagara Region Employment Inventory Results report **BE RECEIVED** for information; and
2. That a copy Report PDS 5-2020 **BE CIRCULATED** to the Local Area Municipalities, Local Economic Development Offices, Niagara Workforce Planning Board and the Niagara Chambers of Commerce.

## Key Facts

- This report highlights the key performance indicators of the data collected during the 2019 Employment Inventory period.
- The Employment Inventory is an annual primary data collection exercise where a small team of post-secondary students visits all publically accessible (signed) business within Niagara during the summer months.
- In 2019, the Employment Inventory team inventoried a total of 12,016 businesses throughout the urban and rural areas of Niagara and collected the location of 147,959 full and part-time jobs.
- This year's data collection resulted in a 90% full participation rate, which is an increase of over 20% since 2016. This increase is attributed to ongoing support from local municipal partners and other special interest stakeholders.
- Data captured through the Employment Inventory is a key asset for:
  - Internal Regional departments
  - Local area municipalities
  - Local Economic Development offices
  - Niagara Workforce Planning Board
  - Local Employment Ontario agencies

## Financial Considerations

The Niagara Employment Inventory was funded through the Council-approved 2019 operating budget and has been included in the approved 2020 Planning & Development Services base budget. The total cost of the project was \$93,700.

## Analysis

Niagara Region is among several municipalities in Ontario that collect employment data on an annual basis. Since 2016, Planning and Development Services has worked closely with Regional Economic Development to collect primary data on the types and sizes of businesses operating in Niagara. The data collected has become vital to monitoring the Region's economic health, as well as aiding in decision and policy making.

Each year, the Employment Inventory is conducted by a small team of post-secondary students between the months of May and September. The primary method of data collection is through door-to-door interviews with local business owners, with additional follow-up engagement conducted through email and telephone communication.

In 2019, the Employment Inventory team visited 12,016 businesses and collected the physical location of 147,959 full and part time jobs. Compared to the 2018 results, this is an increase of nearly 300 surveyed businesses and over 5,000 additional jobs identified.

The Employment Inventory is a comprehensive dataset of business information that indicates: number of jobs, business locations, business size, type of business activity, level of foreign investment, and exporting patterns relating to each business. The inventory is a geo-coded, spatially enabled dataset, which facilitates analysis at the street-address level.

The Employment Inventory has become a key dataset for informing a wide variety of Regional policies and service delivery decisions. The dataset is currently being used to help inform the following initiatives:

- Supporting development of ongoing District Plan studies
- Informing Niagara Region Employment Areas Strategy
- Facilitating Economic Development investment inquiries
- Providing up-to-date employer data for the Building Employment Networks Niagara (BENN) application
- Informing Economic Prosperity Dashboard indicators

Participation in the Employment Inventory is voluntary. Despite best efforts, the inventory team is unable to make direct contact with all business owners or, occasionally, a business refuses to participate. Due to these factors, the reported results may not fully align with other surveys conducted by Statistics Canada or other interest groups.

The business questionnaire (included as Appendix 1) was developed based on best practices from other municipalities in the Greater Toronto and Hamilton area as well as through consultation with the following stakeholders:

- Internal Regional departments
- Local area municipalities
- Local Economic Development offices
- Local Employment Ontario agencies
- Niagara Workforce Planning Board

With assistance from local municipal partners and other stakeholders, the inventory response rate continues to steadily grow. In 2019, it was a 90% participation rate.

Each year, the inventory questionnaire features a unique subset of questions that are specifically tailored to gain further insight into the local business community. This year, the Niagara Workforce Planning Board developed a question designed to better understand the recruiting methods used by local businesses. The results of these questions will directly inform the extent to which local employers are hiring through non-public channels.

## Results

Table 1 (below) illustrates the proportion of complete and partially complete survey responses from 2016 to 2019. 2019 resulted in a 90% full participation rate, which has increased 22% since 2016. A full participation rate indicates that a business provided responses to all survey questions from beginning to end.

Table 1 – Inventory Response Rate

Year	Complete Survey Response	Partially Complete Survey Response	Refused to Participate
2016	68%	30%	2%
2017	76%	22%	2%
2018	87%	12%	1%
<b>2019</b>	<b>90%</b>	<b>9%</b>	<b>&lt;1%</b>

The steady increase in the completion rate can be attributed to greater familiarity with the survey team, a streamlined data entry methodology, and joint communication outreach conducted by our local Chambers of Commerce and other interest groups. The Employment Inventory continues to see a low refusal rate of less than 1%.

Partially completed responses still capture several key attributes in the survey record. Data points, such as physical location and the associated industry code, are logged by the survey team despite not making direct contact with a business representative. Project staff continually work with local area municipalities and other partners to reduce the number of partially completed responses.

Table 2 (below) illustrates the number of businesses inventoried and the number of jobs reported from respondents over the 4-year survey period.

It is important to note that the totals reported do not reflect an overall increase in the number of business and jobs per year. Rather, the increase is the result of improved inventory participation rate.

Table 2 – Number of Businesses and Jobs Reported

Year	Businesses Inventoried	Full Time Jobs Reported	Part Time Jobs Reported	Total Jobs Reported
2016	10,743	71,899	38,239	110,138
2017	11,202	91,216	39,848	131,144
2018	11,720	98,706	43,478	142,184
<b>2019</b>	<b>12,016</b>	<b>97,829</b>	<b>50,130</b>	<b>147,959</b>

*\* Home-based and mobile businesses were not inventoried.*

Table 3 (below) illustrates the municipal breakdown of the number of businesses and jobs over the 4-year survey period.



Table 3 – Distribution of Businesses and Jobs by Municipality

	2016		2017		2018		2019	
	Total Businesses	Total Jobs	Total Businesses	Total Jobs	Total Businesses	Total Jobs	Total Businesses	Total Jobs
Fort Erie	709	6,351	719	6,867	763	8,414	775	8,301
Grimsby	443	4,009	455	4,750	465	5,204	479	6,682
Lincoln	440	4,198	543	6,650	564	6,964	571	8,108
Niagara Falls	2,514	22,929	2,553	32,982	2,642	32,687	2,715	33,473
NOTL	456	7,082	513	9,707	560	11,238	596	10,926
Pelham	271	1,743	301	2,275	318	2,677	334	3,202
Port Colborne	461	2,912	465	3,917	468	4,176	478	4,682
St.Catharines	3,657	43,045	3,771	44,254	3,966	48,130	4,051	48,726
Thorold	460	4,980	491	5,307	523	5,674	538	6,693
Wainfleet	43	179	58	402	60	507	61	479
Welland	1,161	11,221	1,158	12,122	1,188	14,149	1,214	14,010
West Lincoln	128	1,489	175	1,911	203	2,364	204	2,677
<b>Niagara Region</b>	<b>10,743</b>	<b>110,138</b>	<b>11,202</b>	<b>131,144</b>	<b>11,720</b>	<b>142,184</b>	<b>12,016</b>	<b>147,959</b>

### Other Data Sources

The data collected each year through the Employment Inventory provides detailed local business information that is not available through Statistics Canada data. In most cases, Statistics Canada data is updated once every 5 years, whereas the Employment Inventory is updated on a yearly basis.

Statistics Canada data remains the authoritative data source for performing analysis at regional and municipal level geographies, but lacks the ability to analyze raw business data at the street address level. Collecting annual business data at the street address level allows for micro analysis to be done at custom geographies and time series.

The Employment Inventory results are used in conjunction with Statistics Canada data and other data sources to accurately monitor the Regional economy to better understand where the Region can take action to help facilitate economic growth.

Reliable business data is an integral resource to better understand the Region's employment context. This dataset plays a significant role in supporting decisions related to: population and employment growth, infrastructure investment (including public transit), economic development inquiries, and the ongoing monitoring of economic conditions and trends.

## **Job Type Results**

Table 4 (below) illustrates the number of businesses and jobs captured in 2019 based on the 2-digit North American Industry Classification System (NAICS). NAICS is a standardized industry classification system used to sort business establishments according to type of economic activity or industry.

The top three number of businesses inventoried by NAICS code in 2019 were in the categories of: Retail trade, followed by Accommodation and food services, and finally Other services (such as repair shops, personal care facilities and laundry services). These sectors consist of over half (50.3%) of all the Region's businesses.

If we look at employment numbers, rather than number of businesses, the 2019 top three NAICS code jobs was for Retail trade, Accommodation and food services, and Health care and social assistance. Together, these types of businesses provided jobs for 43.4% of Niagara's workforce.

Table 4 – Number of Businesses and Jobs by NAICS Sector

NAICS Industry Sector (2-Digit)	Number of Businesses 2019	Number of Businesses Proportion of Region	Number of Jobs 2019	Number of Jobs Proportion of Region
Retail trade	2,712	22.6%	23,387	15.8%
Accommodation and food services	1,695	14.1%	20,732	14.0%
Health care and social assistance	1,261	10.5%	20,088	13.6%
Manufacturing	860	7.2%	17,107	11.6%
Educational services	237	2.0%	9,979	6.7%
Arts, entertainment and recreation	389	3.2%	8,649	5.8%
Public administration	212	1.8%	8,148	5.5%
Other services (except public administration)	1,639	13.6%	5,626	3.8%
Construction	385	3.2%	5,428	3.7%
Administrative and support, waste management and remediation services	283	2.4%	5,320	3.6%
Finance and insurance	468	3.9%	4,780	3.2%
Professional, scientific and technical services	737	6.1%	4,286	2.9%
Transportation and warehousing	224	1.9%	3,544	2.4%
Agriculture, forestry, fishing and hunting	141	1.2%	3,480	2.4%
Wholesale trade	263	2.2%	3,350	2.3%
Real estate and rental and leasing	295	2.5%	2,234	1.5%
Information and cultural industries	158	1.3%	1,065	0.7%
Utilities	32	0.3%	589	0.4%
Management of companies and enterprises	10	0.1%	99	0.1%
Mining, quarrying, and oil and gas extraction	8	0.1%	68	0.0%
Undetermined	7	0.1%	0	0.0%
<b>Total</b>	<b>12,016</b>	<b>100%</b>	<b>147,959</b>	<b>100%</b>

## Relationship Building

The Employment Inventory also provides a key opportunity for the Region to personally connect with local businesses in order to further develop partnerships and foster an environment for innovation and development within the Niagara business community.

Addressing concerns of business owners is an important step in building and maintaining strong working relationships with the community. In an effort to address concerns raised, the inventory team distributed over 3,000 communication flyers directing businesses to an online directory of available Regional and local business support services. The online directory had over 250 page views since its launch in May 2019.

On occasion, concerns expressed by business owners required immediate action from Regional staff. In 2019, the inventory team received 18 concerns that required immediate follow-up. These concerns ranged from providing assistance for way-finding signage, to seeking help to recruit staff for skilled positions.

Table 5 (below) highlights the responses received when business owners were asked “Is there anything Niagara Region could do to help support your business?”

For reporting purposes, the responses have been categorized into theme only. The raw comments are shared with internal staff and local municipal partners, as needed.

Table 5 - “Is there anything Niagara Region could do to help support your business?”

Response Theme	Responses Received	Proportion 2018	Proportion 2019
Taxes and Utilities	312	15%	18.2%
Business Exposure	281	14.5%	16.4%
Skills and Labour Force	207	10.2%	12.1%
Beautification/Infrastructure/Traffic Issues/Construction	188	14.2%	11.0%
Incentives/Grants/Contracts	128	13.5%	7.5%
Uncategorized	107	3.6%	6.3%
Health and Safety	93	1.9%	5.4%
Parking Issues	91	3.9%	5.3%
Transit	80	5.3%	4.7%
Social Support Programs/Programs	61	4.9%	3.6%
Waste Management	61	3.4%	3.6%
Development Process/Zoning/Land Use	59	2.6%	3.4%
Awareness and Education	29	4.7%	1.7%
Development Charges	11	0.8%	0.6%
Minimum Wage Increase Concerns	5	1.5%	0.3%
<b>Total</b>	<b>1713</b>	<b>100%</b>	<b>100%</b>

In keeping with Niagara Region's corporate values on partnerships and collaboration, this year's inventory featured a question developed by the Niagara Workforce Planning Board (NWPB). The question was designed to determine the extent to which employers are hiring through non-public channels.

The responses to this question will support NWPB's work on sharing job demand data, and the analysis of in-demand skill requirements. It also helps support those employers, who do not hire through public-facing tools, to better understand the labour market and be more successful in their hiring efforts leading to better staffing outcomes.

Table 6 (below) illustrates the responses from businesses from the following question:

"Among the following recruitment methods, which do you find the most effective: word-of-mouth recruitment, online job boards, social media recruitment, or government employment centres/websites"?

Table 6 – Preferred recruitment methods

Method	Number of Businesses	Proportion
Online Job Boards	2,519	39%
Word of Mouth	1,958	30%
Other	1,548	24%
Government of employment centre websites	159	3%
Social Media	154	2%
Direct Recruitment from post-secondary institutions	136	2%
<b>Total</b>	<b>6,474</b>	<b>100%</b>

## Open Data

Each year, a subset of the Employment Inventory results are released to the public through the Niagara Region Open Data Portal. Open Data places information in the hands of the public, promoting innovation and fostering greater transparency and accountability.

Since the dataset was initially released to the public in May 2017, it has generated a total of over 1,200 download events. This significant uptake demonstrates the importance of this information as it relates to our general public users.

The following attributes from the Employment Inventory dataset are made available to the public:

- Business Name
- Street Address, Unit #
- Municipality
- Postal Code
- Business Website
- 6-digit North American Industry Classification System (NAICS) code
- Employee Size based on Statistics Canada, Canadian Industry Statistics.
  - Micro 1-4 employees
  - Small 5-99 employees
  - Medium 100-499 employees
  - Large 500 + employees

### **Alternatives Reviewed**

The goal of the Employment Inventory is to update the data on an annual basis to monitor, understand, and track trends over time. With successive years of data collection, historic trends analysis of the data will show how specific businesses, business sectors and geographic areas of employment in Niagara evolve over time as our economy changes.

Continuing to collect this level of data annually provides a baseline to analyze historical trends, forecast employment growth, supplement other employment sources and provide a resource back to the community.

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

The Employment Inventory is a key tool that the Niagara Region uses to strengthen its economic competitiveness by better understanding its current employment landscape and workforce composition.

Data collected through the Employment Inventory plays a significant role towards informing future decisions related to population and employment growth, infrastructure investment, public transit planning, economic development, and the ongoing monitoring of economic conditions.

The Niagara Region and Area Municipalities rely on this dataset as a valuable asset when developing robust business cases designed to attract investment, innovation, and entrepreneurship to Niagara and strengthen the Region's position globally.

### Other Pertinent Reports

- PDS 13-2016 – Niagara Region Employment Survey
- PDS 1-2017 – Niagara Region Employment Inventory Preliminary Results
- PDS 5-2018 – Niagara Region 2017 Employment Inventory Results
- PDS 6-2019 – Niagara Region 2018 Employment Inventory Results

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**Prepared by:**

John Docker  
Planner  
Planning and Development Services

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**Recommended by:**

Rino Mostacci, MCIP, RPP  
Commissioner  
Planning and Development Services

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**Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Darcy Persad, Employment Inventory Data Intern, and reviewed by Isaiah Banach, Manager, Long Range Planning.*

### Appendices

Appendix 1

2019 Employment Inventory Questionnaire

Page 12

Niagara Region is conducting an annual inventory of businesses to gather information for planning policy and economic development purposes. Information collected through this inventory will be grouped together and publicly reported to Regional Council in 2019. Information collected through this inventory will also be shared with Niagara's local municipal governments, economic development offices and Employment Ontario agencies. A subset of the information collected will be released publically through Niagara Region's open data program, observing your rights and freedoms outlined in the Municipal Freedom of Information and Protection of Privacy Act. For more information about this initiative please visit [www.niagararegion.ca/employmentinventory](http://www.niagararegion.ca/employmentinventory).

**Business Identification**

Business Name:

Business Contact Name:

Business Street Address:

Unit/Suite #:  Municipality:  Postal Code:

Public Business Telephone #:  Business Contact Email:

Business Website:

Business Mailing Address: (only if different from above)

What year did this business open in Niagara?

Is business involved in the tourism sector? Yes  No

Is business engaged in e-commerce activities, i.e. selling online and/or sourcing online? Yes  No

Does business sell goods or services outside Canada? Yes  No  Does business import goods from outside Canada? Yes  No

Does business have foreign or international ownership? Yes  No  *If yes, what is the primary country of origin of the foreign ownership?*

Provide details about the specific services and/or agricultural activities associated with this business. (e.g. Full-service restaurant, Home furnishing store, Insurance agency, Machine shop, Engineering services, Roofing contractor, Vineyard, Dairy cattle farm, etc).

What is the INDOOR floor size (GFA) of this business?  
  Feet  Metres  Estimate

What is the OUTDOOR operating area of this business (if applicable)?  
  Acres  Hectares  Estimate



How many people are presently employed (including owners) at THIS location?

	# of Full Time Employees (work more than 30 hours per week)	# of Part Time Employees (work less than 30 hours per week)
PERMANENT		
SEASONAL (between 4-6 months per year)		
CONTRACT		

Do your employees work shift work?  Yes  No  
 (Work outside the hours of 7:00 am to 6:00 pm)

Do your employees work weekends?  Yes  No

**Educational required to work for this business (payroll employees)**

Do ALL positions (excluding students) within your business require a minimum grade 12 diploma or equivalency?  Yes  No

**Recruitment Methods**

Among the following recruitment methods, which do you find the most effective (Select One):

- Word-of-mouth recruitment     
  Online job boards     
  Social media recruitment  
 Government employment centres/websites     
  Direct recruitment from post-secondary institutions     
  Other (Please specify below)

**Additional Information**

Is there anything the Niagara Region could do to help support your business?

**Consent**

Do you consent to receive email communication from NIAGARA REGION on specific regional programs or services that may be related to your business? Yes  No

Please return completed form to Niagara Region, Planning and Development Services at your earliest convenience.

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April 3, 2020

CL 5-2020, March 26, 2020  
PEDC 3-2020, March 11, 2020  
PDS 9-2020, March 11, 2020

*Local Area Municipalities*

**SENT ELECTRONICALLY**

**RE: Niagara Official Plan - Consultation Details and Revised Framework  
PDS 9-2020**

Regional Council, at its meeting of March 26, 2020, approved the following recommendation of its Planning and Economic Development Committee:

That Report PDS 9-2020, dated March 11, 2020, respecting Niagara Official Plan - Consultation Details & Revised Framework, **BE RECEIVED** and **BE CIRCULATED** to the Local Area Municipalities.

A copy of Report PDS 9-2020 is enclosed for your information.

Yours truly,



Ann-Marie Norio  
Regional Clerk  
:me

CLK-C 2020-133

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**Subject:** Niagara Official Plan - Consultation Details & Revised Framework

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

**Report date:** Wednesday, March 11, 2020

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### **Recommendations**

1. That Report PDS 9-2020 **BE RECEIVED** for information; and
2. That a copy of Report PDS 9-2020 **BE CIRCULATED** to the Local Area Municipalities.

### **Key Facts**

- This report is a follow up to Report PDS 1-2020 and provides further details on consultation that has occurred to date and additional consultation that will occur and that will contribute to the preparation of draft policy.
- A revised Consultation Timeline Framework is provided which adds local Council workshops, two Public Information Centres (PICs), online surveys and social media engagement.
- Preliminary vision statements and higher level directives, which have been derived from input received to date, have been drafted and will be presented for input as part of the additional consultation outlined above.
- To supplement this report a presentation will be made to the Planning and Economic Development Committee highlighting the contents of the Niagara Official Plan website.

### **Financial Considerations**

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

### **Analysis**

This Report follows up on Report PDS 1-2020 which summarized the public/stakeholder consultation gathered to date on the Niagara Official Plan with a focus on the consultation received at the four Public Information Centres in November 2019. At this

meeting the Commissioner of Planning and Development indicated a report would be provided to the Planning and Economic Development Committee highlighting the consultation in further details such as the amount of consultation with Area Planners, local Councils, stakeholder groups and public, as well as provide an overview of the Niagara Official Plan website.

Gathering input from the public and stakeholder groups is an important component of the preparation of the Niagara Official Plan. Another important component is to involve those who will be making recommendations on Plan's adoption and ultimately implementing the Plan. Therefore considerable effort is made to involve Area Planners and local Councils in the process.

### **Consultation To Date**

Consultation details are organized by category in Appendix 1 relative to local Council meetings, meetings with Area Planners, Planning Advisory Committee meetings, workshops with stakeholder groups, indigenous consultation and Public Information Centre (PIC) sessions. However, the following are key consultation detail highlights:

- The key themes that the public identified as being important to address were identified through Imagine Niagara (October 2013 – June 2014). This outreach involved 4,000+ survey responses, 3,700 comments through community events. The results were identified in Appendix 1 of Report PDS 1-2020 and confirmed through much of the Public Information centres carried out in November 2019.
- Throughout 2017, one on one meetings took place with local municipal planners to discuss policy planning issues in general relative to the Regional Official Plan.
- In February 2018, individual meetings took place with local planners to gather input to frame the priority background studies.
- A Special Meeting of Council was also held in July 2018 to hear input on the need for a new Official Plan and what planning matters it could address. A more detailed summary of public comments was provided in Appendix 2 of Report PDS 1-2020.
- Throughout the summer of 2019, there were individual Meetings with local municipal planners and in some cases Economic Development staff to discuss: growth scenarios; urban boundary expansion; and employment land conversion.

- There have been over 15 Area Planners meetings, from 2017 to 2020, where the new Niagara Official Plan, related background studies and related provincial policies have been discussed.
- The Region's Planning Advisory Committee has met six times so far, starting September 2018 providing comments on background work and directives to inform the new Official.
- There have been four meetings with NPCA staff on the Natural Environment Work Program and a presentation to the NPCA Board on September 18, 2019.
- In 2019, eight specific workshop sessions took place with stakeholder groups relative to either the Natural Environment, Housing or Employment Lands Work Plans.
- During 2019 there were two Public information Centre sessions on the Natural Environment Work Program and four on the Official Plan process and background work.
- Staff have travelled to consult with Indigenous groups. There have been eight different meetings in 2019.
- A Climate Change Discussion paper was released in November 2019 for comment. The following groups were contacted to provide input: Climate Change Working Group; Area Planners; stakeholder groups; Indigenous groups; Planning Advisory Committee; subscribers for updates to the Official Plan; Brock University and Niagara Peninsula Conservation Authority.

### **Refinements to Consultation Timeline Framework**

The Consultation Timeline Framework was approved by Council in March 2019. At that time staff indicated that adjustments might be made as the Niagara Official Plan project proceeds. In light of considering the consultation to date, staff have made refinements by adding the following consultation steps during the end of second quarter/beginning of third quarter 2020:

- Workshops with Mayors, Local and Regional Council members to inform on growth allocations, land needs and natural environment options and discuss related issues.

- Two extra PICs to be held at Regional Headquarters on key options, directives/initiatives anticipated to be incorporated in to draft policy.
- Public surveys to gather input on key options, directives/initiatives anticipated to be incorporated in to draft policy. These surveys will be promoted through social media in an attempt to reach people and different demographics who do not attend traditional PICs. Other social media platforms will be explored if the survey responses are not satisfactory.

A revised Consultation timeline framework is attached as Appendix 2.

### **Preliminary Vision Statements and Higher Level Directives**

Planning staff have developed preliminary vision statements and higher level directives for the main sections of the Niagara Official Plan in consideration of all the public input received. Appendix 3 outlines the vision statements and directives relationship to public feedback and Council's Strategic Plan. Planning staff anticipate making these available for public comment during the next public input sessions for the Niagara Official Plan.

### **New Niagara Official Plan Website**

In coordination with the Region's Communications department, a website has been established to support all stages of development of the Niagara Official Plan and provide a platform for staff to share with and gather information from the public and stakeholders. The website is in a constant state of update as work is completed and compiled in support of the Plan's development process. The layout of the website is integrated with the "Making our Mark" branding aesthetic previously developed with the Communications team at the commencement of the project. The website provides a user-friendly platform with options for users to learn about the process of developing the Plan, view materials produced as part of the background work, provide feedback, and subscribe to circulated updates on the Plan's progress.

All submissions made through the website are sent to an email inbox monitored by the Official Plan team members. As Public Information Centres (PICs) are planned, dates and notices are posted at the top of the website homepage. Once the events have occurred, all materials are immediately made available for viewing through the webpage. Additionally, links to topic area specific project pages are also featured on the

website, to allow users to easily find information relevant to certain topic areas such as growth management, rural and natural systems, and archaeology. Contact information is provided on these pages as well.

### **Alternatives Reviewed**

There are no alternatives to this report which provides further consultation details to Report PDS 1-2020 and highlights additional consultation, relative to options and key policy directives, to add to the Consultation Timeline Framework approved by Council in March 2019. Vision statements and high level directives are preliminary and are drafted to receive public input.

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

The Niagara Official Plan is important to address Council's priority as a Sustainable Engaging Government. The Plan will address Council's other priorities, being: Supporting Businesses and Economic Growth; Healthy and Vibrant Community; and Responsible Growth and Infrastructure Planning.

### **Other Pertinent Reports**

PDS 1-2020 New Niagara Official Plan-Public Consultation Summary  
PDS 33-2019 Growth Management Program Update for New Official Plan  
PDS 9-2019 New Official Plan Consultation Timeline Framework  
CWCD 421-2019 New Niagara Official Plan Updates



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**Prepared by:**

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

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**Recommended by:**

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

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**Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

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

**Appendices**

Appendix 1	External meetings and consultations	Page 6
Appendix 2	Consultation Timeline Framework	Page 12
Appendix 3	Alignment of Draft Vision and Directives	Page 13

## Appendix 1 –

### Niagara Official Plan: External Meetings and Consultations

#### Meetings with Local Planners: Planning Issues for new Niagara Official Plan

Meeting Date	Municipality
September 15, 2017	Niagara-on-the-Lake
September 28, 2017	Fort Erie
September 29, 2017	Niagara Falls
September 29, 2017	Thorold
October 12, 2017	West Lincoln
October 12, 2017	Pelham
October 16, 2017	Lincoln
October 16, 2017	Grimsby
October 17, 2017	Welland
October 29, 2017	St. Catharines
November 3, 2017	Wainfleet

\*September 15, 2017 Greater Niagara Chamber of Commerce

\*October 19, 2017 Niagara Peninsula Conservation Authority

#### Area Planners Meetings

Meeting Date	Official Plan Topic(s)
July 24, 2017	<ul style="list-style-type: none"> <li>• Municipal Comprehensive Review</li> <li>• Niagara Official Plan</li> <li>• Growth Plan – Employment Lands Strategy</li> </ul>
August 25, 2017	<ul style="list-style-type: none"> <li>• Provincial Policy</li> <li>• Greater Golden Horseshoe – Agricultural System and Natural Heritage System</li> </ul>
October 27, 2017	<ul style="list-style-type: none"> <li>• Niagara Official Plan Update – Employment Areas and Employment Lands Strategy</li> </ul>
November 17, 2017	<ul style="list-style-type: none"> <li>• Land Needs Methodology</li> <li>• Growth Plan – Agricultural Impact Assessment and Natural heritage System</li> </ul>
January 26, 2018	<ul style="list-style-type: none"> <li>• Land Needs Assessment</li> <li>• Process for Individual Urban Boundary Expansion Requests</li> <li>• Urban Structure</li> <li>• Employment Lands Strategy</li> </ul>

Meeting Date	Official Plan Topic(s)
	<ul style="list-style-type: none"> <li>• Housing</li> <li>• Natural Environment</li> <li>• Aggregates</li> <li>• Agriculture</li> <li>• Climate Change</li> </ul>
March 16, 2018	<ul style="list-style-type: none"> <li>• Natural Environment Framework</li> <li>• Agriculture Framework</li> <li>• Climate Change Framework</li> <li>• Watershed Planning</li> <li>• MNR Species at Risk</li> </ul>
June 22, 2018	<ul style="list-style-type: none"> <li>• Greenbelt Alternative Land Use Analysis</li> <li>• Urban Boundary Expansion Requests</li> </ul>
September 28, 2018	<ul style="list-style-type: none"> <li>• Niagara Official Plan – Open Houses</li> <li>• Secondary Plans</li> <li>• 2016 Census Population</li> </ul>
January 25, 2019	<ul style="list-style-type: none"> <li>• Regional Official Plan Amendment – Exemptions from Approval</li> <li>• Niagara Official Plan Update</li> <li>• Rural Lots</li> </ul>
March 22, 2019	<ul style="list-style-type: none"> <li>• Niagara Official Plan Consultation Strategy</li> <li>• Growth Plan Comments</li> </ul>
July 11, 2019	<ul style="list-style-type: none"> <li>• New Growth Plan – Employment Land Conversion and Urban Expansion Criteria</li> </ul>
July 26, 2019	<ul style="list-style-type: none"> <li>• Niagara Official Plan Update</li> <li>• Employment Land</li> <li>• Housing</li> <li>• Urban Strategy</li> <li>• Land Needs</li> <li>• Natural Environment</li> <li>• Agriculture</li> <li>• Aggregates</li> <li>• Climate Change</li> </ul>
September 27, 2019	<ul style="list-style-type: none"> <li>• Niagara Official Plan – Public Information Centres</li> <li>• Employment Land Strategy and Regional Official Plan Amendment 16</li> <li>• Provincially Significant Employment Zones</li> </ul>

<b>Meeting Date</b>	<b>Official Plan Topic(s)</b>
January 24, 2020	<ul style="list-style-type: none"> <li>• Niagara Official Plan – Update on Consultation</li> <li>• Employment Land Strategy and Regional Official Plan Amendment 16</li> </ul>

### Meetings with Local Municipal Planners

<b>Meeting Date</b>	<b>Official Plan Topic(s)</b>
February 2018 (Various Dates)	<ul style="list-style-type: none"> <li>• Individual Meetings with Local Municipal Planners to discuss: <ul style="list-style-type: none"> <li>○ Key Issues Relative to Framing of Background Studies</li> </ul> </li> </ul>
June 27, 2018	<ul style="list-style-type: none"> <li>• Meeting with Niagara Parks Commission Senior Staff to discuss: <ul style="list-style-type: none"> <li>○ Background Studies for Official Plan</li> </ul> </li> </ul>
Summer 2019 (Various Dates)	<ul style="list-style-type: none"> <li>• Individual Meetings with Local Municipal Planners (and in some cases Economic Development) to discuss: <ul style="list-style-type: none"> <li>○ Growth Scenarios</li> <li>○ Urban Boundary Expansion</li> <li>○ Employment Land Conversion</li> </ul> </li> </ul>

### Niagara Peninsula Conservation Authority Meetings

<b>Meeting Date</b>	<b>Official Plan Topic(s)</b>
February 2018	Meeting with NPCA Staff – Natural Environment Work Program
June 6, 2019	Meeting with NPCA Senior Staff – Natural Environment Work Program
June 13, 2019	Meeting with NPCA Technical Staff – Natural Environment Work Program
July 23, 2019	Meeting with NPCA Technical Staff – Natural Environment Work Program
September 18, 2019	Presentation to NPCA Board – Natural Environment Work Program

### Local Council Presentations

<b>Meeting Date</b>	<b>Municipality</b>
May 22, 2018	Pelham
May 29, 2018	Wainfleet
June 4, 2018	Niagara-on-the-Lake

<b>Meeting Date</b>	<b>Municipality</b>
June 5, 2018	Thorold
June 12, 2018	Welland
June 18, 2018	Fort Erie
June 19, 2018	Niagara Falls
June 25, 2018	Port Colborne
July 9, 2018	Lincoln
July 23, 2018	West Lincoln
August 13, 2018	St. Catharines
September 11, 2018	Grimsby
April 15, 2019	St. Catharines
April 23, 2019	Fort Erie
May 6, 2019	Grimsby
May 7, 2019	Thorold
May 13, 2019	Niagara-on-the-Lake
May 14, 2019	Niagara Falls
May 27, 2019	Port Colborne
May 28, 2019	Wainfleet
June 3, 2019	Pelham
June 10, 2019	West Lincoln
June 11, 2019	Welland
June 17, 2019	Lincoln

### **Workshops/Sessions**

<b>Meeting Date</b>	<b>Official Plan Topic(s)</b>
March 25 and 26, 2019	Niagara Housing Data Consultation Sessions with Local Municipal Planners
May 3, 2019	Natural Environment Workshop with Development Community, Consultants, and Local Planning Staff
May 16, 2019	Natural Environment Workshop with Agricultural Community
May 16, 2019	Natural Environment Workshop with Environmental Stakeholder Groups
June 6, 2019	Housing Database/Market Analysis and Scenario Development Workshop with Area Planners and Local Municipal Staff
October 8, 2019	Employment Strategy Municipal Workshop with Area Planners
October 10, 2019	Employment Strategy Industry Workshop with Industry Stakeholders

<b>Meeting Date</b>	<b>Official Plan Topic(s)</b>
February 25, 2020	Employment Area Strategy Update and Q/A Session with Industry Stakeholders

### Public Information Centres

<b>Meeting Date</b>	<b>Official Plan Topic(s)</b>
May 30, 2019	Natural Environment – Public Information Centre (West Lincoln)
June 6, 2019	Natural Environment – Public Information Centre (Welland)
November 6, 2019	Niagara Official Plan Background Initiatives – Public Information Centre (Thorold)
November 7, 2019	Niagara Official Plan Background Initiatives – Public Information Centre (Niagara Falls)
November 13, 2019	Niagara Official Plan Background Initiatives – Public Information Centre (Grimsby)
November 14, 2019	Niagara Official Plan Background Initiatives – Public Information Centre (Fort Erie)

### Planning Advisory Committee Meetings

<b>Meeting Date</b>	<b>Official Plan Topic(s)</b>
September 12, 2018	<ul style="list-style-type: none"> <li>• Welcome and Introductions</li> <li>• Planning Areas of Responsibility</li> <li>• Planning Advisory Committee – Points of Interest</li> <li>• Official Plan Framework and Document Structure</li> <li>• Official Plan Themes – Key Priority Background Studies</li> <li>• Urban Structure</li> </ul>
November 14, 2018	<ul style="list-style-type: none"> <li>• Provincial Workshop Overview</li> <li>• Natural Environment</li> <li>• Urban Structure</li> <li>• Secondary Plans – Content and Performance Measures</li> </ul>
March 20, 2019	<ul style="list-style-type: none"> <li>• Provincial Planning Policy Restructuring</li> <li>• Update on Employment Lands Strategy</li> <li>• Performance Measures/Urban Structure and Secondary Plans</li> </ul>
August 14, 2019	<ul style="list-style-type: none"> <li>• Housing Strategy</li> <li>• Draft Vision and Directives</li> </ul>
October 23, 2019	<ul style="list-style-type: none"> <li>• Archaeological Management Plan</li> </ul>

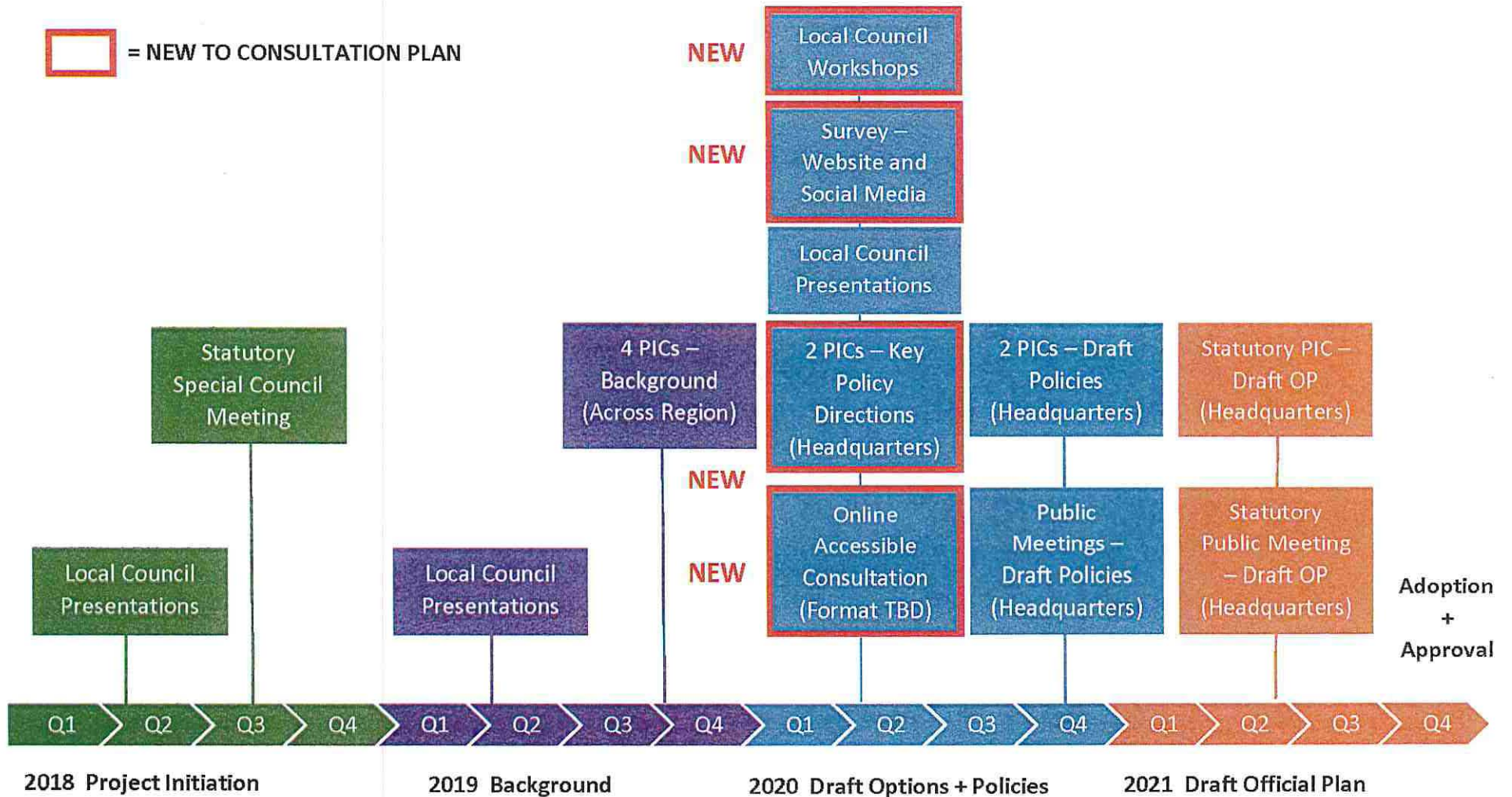
<b>Meeting Date</b>	<b>Official Plan Topic(s)</b>
	<ul style="list-style-type: none"> <li>• Employment Lands Strategy</li> <li>• Vision and Directives</li> <li>• Proposed Provincial Policy Changes</li> </ul>
January 15, 2020	<ul style="list-style-type: none"> <li>• Climate Change</li> <li>• Official Plan Consultation Feedback</li> </ul>

### **Meetings with Indigenous Groups**

<b>Meeting Date</b>	<b>Indigenous Group and Topic(s)</b>
May 1, 2019	Six Nations Elected Council – Niagara Official Plan
May 1, 2019	Haudenosaunee Development Institute – Niagara Official Plan
May 7, 2019	Fort Erie Friendship Centre – Niagara Official Plan
May 29, 2019	Niagara Region Métis Council – Niagara Official Plan
June 5, 2019	Niagara Regional Native Centre – Niagara Official Plan
June 11, 2019	Mississauga of the Credit First Nation – Niagara Official Plan
August 21, 2019	Mississauga of the Credit First Nation – Regional Archaeological Management Plan
August 21, 2019	Haudenosaunee Development Institute – Regional Archaeological Management Plan

# Appendix 2 – Niagara Official Plan – Consultation Timeline

= NEW TO CONSULTATION PLAN



Engagement with Area Planners, Indigenous Partners and Stakeholders Ongoing



### Appendix 3

#### Alignment of Draft Vision and Directives with Public Consultation Results and Council Strategic Plan

Draft Vision and Directives	Public Consultation Results Public Information Centres – Nov. 2019	Council Strategic Plan 2019-2022
<b>Draft Vision:</b>		
<b>EXCEPTIONAL</b> development and communities	<ul style="list-style-type: none"> <li>• Interest in well-planned, high quality development in appropriate locations that improves our communities, while protecting what's valuable</li> </ul>	<ul style="list-style-type: none"> <li>• Objective 2.1- enhance community wellbeing</li> </ul>
<b>DIVERSE</b> housing types, jobs and population	<ul style="list-style-type: none"> <li>• Significant focus on achieving a greater mix of housing types, including affordable housing, for individuals and families living, studying and working in Niagara</li> </ul>	<ul style="list-style-type: none"> <li>• Objective 2.3- addressing affordable housing needs</li> </ul>
<b>THRIVING</b> agriculture and tourism	<ul style="list-style-type: none"> <li>• Interest in leveraging the GO Train to boost tourism and advancing economic opportunities associated with agriculture and nature-based ecotourism</li> </ul>	<ul style="list-style-type: none"> <li>• Objective 1.1- economic growth and development</li> <li>• Objective 1.4- strategically target industry sectors</li> </ul>
<b>RESILIENT</b> urban and natural areas	<ul style="list-style-type: none"> <li>• Strong emphasis on the importance of protecting the natural environment and enhancing resilience of urban areas to mitigate and adapt to climate change</li> </ul>	<ul style="list-style-type: none"> <li>• Objective 3.2- environmental sustainability and stewardship</li> </ul>
<b>Draft Directives:</b>		
<b>GROWING REGION</b> #1 Manage growth strategically and diversify the housing stock to accommodate all ages and incomes	<ul style="list-style-type: none"> <li>• Interest in directing growth to appropriate locations supported by infrastructure and servicing, and achieving a greater mix of housing types to support affordability, such as semi-detached dwellings, row housing and apartment buildings</li> </ul>	<ul style="list-style-type: none"> <li>• Objective 2.3- addressing affordable housing needs</li> </ul>

<b>Draft Vision and Directives</b>	<b>Public Consultation Results Public Information Centres – Nov. 2019</b>	<b>Council Strategic Plan 2019-2022</b>
<b>VIBRANT REGION</b> #2 Elevate the livability and engaging qualities of communities, facilities and attractions	<ul style="list-style-type: none"> <li>• Interest in proactive planning and design excellence that improves community livability, while celebrating Niagara’s unique features and cultural assets</li> </ul>	<ul style="list-style-type: none"> <li>• Objective 2.1- enhance community wellbeing</li> </ul>
<b>CONNECTED REGION</b> #3 Provide connections within and between communities and outside of the region	<ul style="list-style-type: none"> <li>• Strong emphasis on the importance of infrastructure to support growth, and enhancing public transit and active transportation opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Objective 3.1- advancing regional transit and GO rail service</li> <li>• Objective 3.3- maintain existing infrastructure</li> <li>• Objective 3.4- facilitating the movement of people and goods</li> </ul>
<b>COMPETITIVE REGION</b> #4 Plan and manage growth to position Niagara for economic prosperity	<ul style="list-style-type: none"> <li>• Significant interest in managing resource extraction and rehabilitation wisely, as well as protecting employment lands and supporting economic opportunities through investments in transit and tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Objective 1.1- economic growth and development</li> <li>• Objective 1.4- strategically target industry sectors</li> </ul>
<b>SUSTAINABLE REGION</b> #5 Enhance the sustainability and resilience of Niagara’s built and natural environment	<ul style="list-style-type: none"> <li>• Strong emphasis on protection and enhancement of the natural environment and opportunities within urban areas to both mitigate and adapt to climate change to build resilience</li> </ul>	<ul style="list-style-type: none"> <li>• Objective 3.2- environmental sustainability and stewardship</li> </ul>

The Corporation of the City of Port Colborne

By-law No. 6775/25/20

Being a By-law to Authorize Entering into a Contract Agreement with Apex Pavement Markings Inc. Re: Project 2020-05, Line Painting – City Wide

Whereas at its meeting of April 27, 2020 the Council of The Corporation of the City of Port Colborne approved the recommendations of the Department of Engineering and Operations, Engineering Division, Report No. 2020-53, Subject: Project 2020-05 Line Painting – City Wide; and

Whereas the Council of The Corporation of the City of Port Colborne is desirous of entering into a contract agreement with Apex Pavement Markings Inc. regarding Project 2020-05, Line Painting – City Wide.

Now therefore the Council of The Corporation of the City of Port Colborne enacts as follows:

1. That The Corporation of the City of Port Colborne enter into a contract agreement with Apex Pavement Markings Inc. regarding Project 2020-05, Line Painting – City Wide.
2. That the Mayor and the Clerk be and each of them is hereby authorized and directed to sign said agreement, together with any documents necessary to complete the conditions of said agreement, and the Clerk is hereby authorized to affix the Corporate Seal thereto.

Enacted and passed this 27<sup>th</sup> day of April, 2020.

\_\_\_\_\_  
William C. Steele  
Mayor

\_\_\_\_\_  
Amber LaPointe  
City Clerk

The Corporation of the City of Port Colborne

By-law No. 6776/26/20

Being a By-law to Authorize Entering into a Contract Agreement with Signature Contractors Windsor Inc. Re: Project 2020-12, Sidewalk Construction – City Wide

Whereas at its meeting of April 27, 2020 the Council of The Corporation of the City of Port Colborne approved the recommendations of the Department of Engineering and Operations, Engineering Division, Report No. 2020-54, Subject: Project 2020-12 Sidewalk Construction – City Wide; and

Whereas the Council of The Corporation of the City of Port Colborne is desirous of entering into a contract agreement with Signature Contractors Windsor Inc. regarding Project 2020-12, Sidewalk Construction – City Wide.

Now therefore the Council of The Corporation of the City of Port Colborne enacts as follows:

1. That The Corporation of the City of Port Colborne enter into a contract agreement with Signature Contractors Windsor Inc. regarding Project 2020-12, Sidewalk Construction – City Wide.
2. That the Mayor and the Clerk be and each of them is hereby authorized and directed to sign said agreement, together with any documents necessary to complete the conditions of said agreement, and the Clerk is hereby authorized to affix the Corporate Seal thereto.

Enacted and passed this 27<sup>th</sup> day of April, 2020.

\_\_\_\_\_  
William C. Steele  
Mayor

\_\_\_\_\_  
Amber LaPointe  
City Clerk

The Corporation of the City of Port Colborne

By-Law no. 6777/27/20

Being a by-law to adopt, ratify and confirm  
the proceedings of the Council of The  
Corporation of the City of Port Colborne at  
its Regular Meeting of April 27, 2020

Whereas Section 5(1) of the *Municipal Act, 2001*, provides that the powers of a municipality shall be exercised by its council; and

Whereas Section 5(3) of the *Municipal Act, 2001*, provides that a municipal power, including a municipality's capacity rights, powers and privileges under section 9, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise; and

Whereas it is deemed expedient that the proceedings of the Council of The Corporation of the City of Port Colborne be confirmed and adopted by by-law;

Now therefore the Council of The Corporation of the City of Port Colborne enacts as follows:

1. Every action of the Council of The Corporation of the City of Port Colborne taken at its Regular Meeting of April 27, 2020 upon which a vote was taken and passed whether a resolution, recommendations, adoption by reference, or other means, is hereby enacted as a by-law of the City to take effect upon the passing hereof; and further
2. That the Mayor and Clerk are authorized to execute any documents required on behalf of the City and affix the corporate seal of the City and the Mayor and Clerk, and such other persons as the action directs, are authorized and directed to take the necessary steps to implement the action.

Enacted and passed this 27th day of April, 2020.

\_\_\_\_\_  
William C. Steele  
Mayor

\_\_\_\_\_  
Amber LaPointe  
City Clerk

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**City of Port Colborne  
Regular Council Meeting 09-20  
Minutes**

**Date:** March 23, 2020

**Time:** 6:30 p.m.

**Place:** Council Chambers, Municipal Offices, 66 Charlotte Street, Port Colborne

**Members Present:** M. Bagu, Councillor  
R. Bodner, Councillor  
G. Bruno, Councillor  
F. Danch, Councillor  
A. Desmarais, Councillor  
D. Kalailieff, Councillor  
W. Steele, Mayor (presiding officer)  
H. Wells, Councillor

Absent: E. Beaugard, Councillor

**Staff Present:** A. LaPointe, Acting Director of Corporate Services/City Clerk  
S. Luey, Chief Administrative Officer  
P. Senese, Acting Treasurer

Also in attendance were members of WeeStream.

**1. Call to Order:**

Mayor Steele called the meeting to order.

**2. Introduction of Addendum Items:**

**Additions:**

The following addition to be inserted under section 7.4 in By-law No. 6767/17/20, Being a By-law to Amend By-law No. 6250/76/15, Being a By-law to Govern the Proceedings of Council and Committee Meetings:

“(e) Shall count towards quorum when permitted through Section 238 (3.3) of the Municipal Act.”

**3. Confirmation of Agenda:**

**No. 42** Moved by Councillor R. Bodner  
Seconded by Councillor F. Danch

That the agenda dated March 23, 2020 be confirmed, as circulated.

CARRIED

**4. Disclosures of Interest:**

None.

**5. Adoption of Minutes:**

**No. 43**

Moved by Councillor A. Desmarais  
Seconded by Councillor G. Bruno

- (a) That the minutes of the regular meeting of Committee of the Whole 05-20, held on March 9, 2020, be approved as presented.
- (b) That the minutes of the special meeting of Council 07-20, held on March 9, 2020, be approved as presented.
- (c) That the minutes of the regular meeting of Council 08-20, held on March 9, 2020, be approved as presented.

CARRIED

**6. Determination of Items Requiring Separate Discussion:**

The following items were identified for separate discussion:

Item 3, 4, 5, and 6.

**7. Approval of Items Not Requiring Separate Discussion:**

**No. 44**

Moved by Councillor A. Desmarais  
Seconded by Councillor H. Wells

That Items 1 to 9 on the agenda be approved, with the exception of items that have been deferred, deleted or listed for separate discussion, and the recommendation contained therein adopted.

**Items:**

- 1. Corporate Services Department, Clerk's Division, Report No. 2020-50  
Subject: Emergency COVID-19 Preparedness**

Council Resolved:



That Corporate Services Department Report 2020-50, Emergency COVID-19 Preparedness be received; and

That By-law No. 6694/58/19, Being a by-law establishing an emergency management program for the protection of public safety, health, the environment, critical infrastructure and property, and to promote economic stability and a disaster-resilient community Repealing by-law no. 6555/10/18, be amended to appoint the Deputy Fire Chief as alternate Community Emergency Management Coordinator (CEMC), and

That the Procedural By-law be amended to allow electronic participation of Council members in extraordinary circumstances; and

That delegated authority be jointly given to the Mayor and Chief Administrative Officer in the event that a meeting of Council is not able to be conducted due to an emergency situation; and

That By-law No. 6746/110/19, be amended to exempt penalty and interest charges for tax payments until April 30, 2020 in order to provide relief;

That By-law No. 3151/22/95, and By-law No. 3424/6/97 be amended to exempt penalty charges for water, and wastewater payments respectively, during the months of March and April of 2020 in order to provide relief; and

That the necessary by-laws be approved by Council and signed by the Mayor and City Clerk.

**2. Department of Chief Administrative Officer, Report 2020-49, Subject: COVID-19 Impact on Union Negotiations**

Council Resolved:

That Council authorize the Chief Administrative Officer to negotiate and execute a one-year extension of the City's collective agreements with City and Library staff represented by the Canadian Union of Public Employees and with full-time fire fighters represented by the Port Colborne Professional Fire Fighters Association.

**7. Engineering and Operations Department, Operations Division, Report 2020-44, Subject: Port Colborne Distribution System Annual Summary Report**

Council Resolved:

That Council accepts Engineering and Operations Department, Engineering Division, Report No. 2020-44, Subject: Port Colborne Distribution System Annual Summary Report, prepared in accordance with O. Reg. 170/03 for information.

**8. Corporate Services Department, Finance Division, Report 2020-45, Subject: Statement of Remuneration and Expenses 2019**

Council Resolved:

That Corporate Services Department, Finance Division, Report No. 2020-45, Subject: Statement of Remuneration and Expenses 2019 be received for information purposes as per Sections 283 and 284 of the *Municipal Act, 2001*, as amended.

**9. Memorandum from Nancy Giles, on behalf of The Social Determinants of Health Advisory Committee – Everyone Matters Re: Submission to Ontario Poverty Reduction Strategy**

Council Resolved:

That the Memorandum from Nancy Giles, on behalf of The Social Determinants of Health Advisory Committee – Everyone Matters Re: Submission to Ontario Poverty Reduction Strategy, be endorsed and a letter be submitted to the Poverty Reduction Strategy, by the Mayor and the Co-chairs of the Committee.

CARRIED

**8. Consideration of Items Requiring Separate Discussion:**

**3. Corporate Services Department, Report 2020-46, Subject: 2020 Financing for Nickel Area Storm Sewer Capital Project – Region of Niagara – Infrastructure Ontario Loan Program**

**No. 45**

Moved by Councillor M. Bagu  
Seconded by Councillor G. Bruno

That the debenture by-law be approved to authorize the Regional Municipality of Niagara to apply for debentures in the amount up to \$5,000,000 through the Infrastructure Ontario Loan Program for a term of 30 years;

That the City Treasurer be authorized to apply for a construction loan through Infrastructure Ontario for the

duration of the construction of the Nickel Area Storm Sewer to accommodate cash flow;

That the Mayor and City Clerk be authorized to sign the appropriate borrowing by-laws to authorize the issuance of debentures by the Region;

That the Mayor, City Clerk and City Treasurer be authorized to sign the appropriate debenture/loan agreements, financing schedule, financing agreement and documentation required to receive the debentures/loans; and

That Council approve the 2020 Storm Sewer Fees schedule as presented in this report.

CARRIED

**4. Engineering and Operations Department, Engineering Division, Report 2020-43, Subject: Downtown CIP Funding Strategy**

**No. 46** Moved by Councillor G. Bruno  
 Seconded by Councillor F. Danch

That Council approve the funding strategy outlined in the following chart to complete Phase 1 of the downtown CIP, which includes Clarence Street, from West Street to Catharine Street and incorporates the replacement of underground infrastructure and streetscaping from building face to building face;

Source	2019 Funds	2020 Funds	2021 Funds	Total Funds
OCIF Formula Grant Funding	\$324,300	\$418,760	\$400,000	\$1,143,060
Federal Gas Tax – Roads/Water/Sewer/Storm	\$221,611	\$200,00	\$200,000	\$621,611
Federal Gas Tax – additional Grant received	\$597,751			\$597,751
Ontario Municipal Partnership Fund (OMPF) Grant	\$52,100			\$52,100
Capital Infrastructure Reserve Fund	\$47,900		\$287,578	\$335,478
Water Wastewater			\$1,200,000	\$1,200,000

Budget-debenture (2021)				
Capital Levy	\$200,000	\$150,000	\$200,000	\$550,000
<b>Budget</b>				<b>\$4,500,000</b>

That staff be directed to prepare a request for proposal to retain a consultant to complete the detailed design and contract administration of the project in accordance with the City’s procurement policy;

That staff be directed to liaise with the Downtown Business Improvement Area Board of Management during the design phase;

That staff be directed upon design completion, to present the final design of the downtown CIP – Phase 1 project to Council in June 2021; and

That staff be directed to retain a contractor to complete the construction of the Downtown CIP – Phase 1 project for construction to start in the winter of 2022, all in accordance with the City’s procurement policy.

The following was accepted as a friendly amendment:

That the main motion be amended by striking out the second paragraph and adding thereto the following:

“That staff be directed to prepare a request for proposal to retain a consultant to complete the detailed design “for all phases of the project” and contract administration of the project in accordance with the City’s procurement policy “to be completed in the summer of 2020”;

The vote was then taken on the main motion, as amended, as follows:

That Council approve the funding strategy outlined in the following chart to complete Phase 1 of the downtown CIP, which includes Clarence Street, from West Street to Catharine Street and incorporates the replacement of underground infrastructure and streetscaping from building face to building face;

Source	2019 Funds	2020 Funds	2021 Funds	Total Funds
--------	------------	------------	------------	-------------

OCIF Formula Grant Funding	\$324,300	\$418,760	\$400,000	\$1,143,060
Federal Gas Tax – Roads/Water/ Sewer/Storm	\$221,611	\$200,00	\$200,000	\$621,611
Federal Gas Tax – additional Grant received	\$597, 751			\$597,751
Ontario Municipal Partnership Fund (OMPF) Grant	\$52,100			\$52,100
Capital Infrastructure Reserve Fund	\$47,900		\$287,578	\$335,478
Water Wastewater Budget-debenture (2021)			\$1,200,000	\$1,200,000
Capital Levy	\$200,000	\$150,000	\$200,000	\$550,000
<b>Budget</b>				<b>\$4,500,000</b>

That staff be directed to prepare a request for proposal to retain a consultant to complete the detailed design “for all phases of the project” and contract administration of the project in accordance with the City’s procurement policy “to be completed in the summer of 2020”;

That staff be directed to liaise with the Downtown Business Improvement Area Board of Management during the design phase;

That staff be directed upon design completion, to present the final design of the downtown CIP – Phase 1 project to Council in June 2021; and

That staff be directed to retain a contractor to complete the construction of the Downtown CIP – Phase 1 project for construction to start in the winter of 2022, all in accordance with the City’s procurement policy.

CARRIED

**5. Corporate Services Department, Finance Division, Report 2020-48, Subject: Proposed 2020 Water and Wastewater Rates**

**No. 47** Moved by Councillor G. Bruno  
 Seconded by Councillor A. Desmarais

That the 2020 Water and Wastewater Rates be approved as follows:

Water Usage Rate	\$1.365	per m <sup>3</sup>
Water Service Fixed Charge	\$395.01	annual fixed rate
Wastewater Usage Rate	\$1.382	per m <sup>3</sup>
Wastewater Service Fixed Charge	\$535.64	annual fixed rate

That the 2020 Water and Wastewater budgets as presented in Corporate Services Department, Finance Division Report 2020-48, be approved; and

That the Water and Wastewater Rates by-laws be approved; and

That a Wastewater Detection Program be implemented and funded \$500,000 from the Capital Infrastructure Reserve Fund with results reported to Council.

Moved in Amendment by Councillor G. Bruno  
 Seconded by Councillor A. Desmarais

That the main motion be amended by striking out the fourth paragraph and adding thereto the following:

“That Wastewater Detection Program and/or a Water Program be implemented and funded \$500,000 from the Capital Infrastructure Reserve Fund at the discretion of the Director of Engineering and Operations with results reported to Council.”

CARRIED

The vote was then called on the main motion, as amended, as follows:

That the 2020 Water and Wastewater Rates be approved as follows:

Water Usage Rate	\$1.365	per m <sup>3</sup>
Water Service Fixed Charge	\$395.01	annual fixed rate

Wastewater Usage Rate	\$1.382	per m <sup>3</sup>
Wastewater Service Fixed Charge	\$535.64	annual fixed rate

That the 2020 Water and Wastewater budgets as presented in Corporate Services Department, Finance Division Report 2020-48, be approved; and

That the Water and Wastewater Rates by-laws be approved; and

That Wastewater Detection Program and/or a Water Program be implemented and funded \$500,000 from the Capital Infrastructure Reserve Fund at the discretion of the Director of Engineering and Operations with results reported to Council.

CARRIED

**6. 2020 Operating/Capital Budget**

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Peter Senese, Acting Treasurer provided a presentation and answered questions received from Council. A copy of his presentation is attached.

**No. 48** Moved by Councillor H. Wells  
 Seconded by Councillor M. Bagu

That the 2020 Operating/Capital Budget be received;

That the 2020 Operating/Capital Budget, except for additional levy increase requests above the base level of services be approved;

That Council confirm and approve, that in compliance with Ontario regulation 284/09, the 2020 budget was developed using the cash basis and has excluded the following non-cash accrual expenses: a portion of the amortization expense and the net annual amount of post-employment benefits expense in excess of the actual retiree eligible expenses;

That the 2020 Budget be approved as presented with the City's net overall levy for 2020 at \$19,078,401 (Operating levy of \$16,660,141 and Capital levy of \$2,418,260);

That the operating expenditures of \$27,232,892, operating revenues/fees/reserves/OMPF funds of \$10,572,751 and capital expenditures of \$11,742,117 with capital revenues from reserves/grants of \$9,323,857 be approved;

That the Storm Sewer budget be approved to be funded through an established flat fee schedule to include an operating/capital budget raising approximately \$770,279 annually to fund operations, the storm sewer debt and the storm sewer capital reserve for future infrastructure; and

That the Mayor and City Clerk be authorized to execute the appropriate By-law for the budget estimates for all sums required for the operations for the year 2020.

Moved in Amendment by Councillor G. Bruno  
Seconded by Councillor A. Desmarais

That the main motion be amended by adding the following as the seventh paragraph:

“That the 2020 capital levy increase in the amount of \$260,000 be removed from the capital funding, projects be reviewed by staff to defer projects amounting to \$260,000 and such funds be allocated as discretionary 2020 capital reserve funds to be determined by Council at a later date; and”

The vote was then taken on the main motion, as amended, as follows:

That the 2020 Operating/Capital Budget be received;

That the 2020 Operating/Capital Budget, except for additional levy increase requests above the base level of services be approved;

That Council confirm and approve, that in compliance with Ontario regulation 284/09, the 2020 budget was developed using the cash basis and has excluded the following non-cash accrual expenses: a portion of the amortization expense and the net annual amount of post-employment benefits expense in excess of the actual retiree eligible expenses;



That the 2020 Budget be approved as presented with the City's net overall levy for 2020 at \$19,078,401 (Operating levy of \$16,660,141 and Capital levy of \$2,418,260);

That the operating expenditures of \$27,232,892, operating revenues/fees/reserves/OMPF funds of \$10,572,751 and capital expenditures of \$11,742,117 with capital revenues from reserves/grants of \$9,323,857 be approved;

That the Storm Sewer budget be approved to be funded through an established flat fee schedule to include an operating/capital budget raising approximately \$770,279 annually to fund operations, the storm sewer debt and the storm sewer capital reserve for future infrastructure;

That the 2020 capital levy increase in the amount of \$260,000 be removed from the capital funding, projects be reviewed by staff to defer projects amounting to \$260,000 and such funds be allocated as discretionary 2020 capital reserve funds to be determined by Council at a later date; and

That the Mayor and City Clerk be authorized to execute the appropriate By-law for the budget estimates for all sums required for the operations for the year 2020.

CARRIED

**9. Proclamations:**

None.

**10. Minutes of Boards, Commissions & Committees:**

None.

**11. Consideration of By-laws:**

**No. 49** Moved by Councillor F. Danch  
 Seconded by Councillor R. Bodner

That the following by-laws be enacted and passed:

6766/16/20	Being a By-law to Amend By-law 6694/58/19, Being a By-law Establishing and Emergency Management Program for the Protection of Public Safety, Health, the
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	Environment, Critical Infrastructure and Property, and to Promote Economic Stability and a Disaster-Resilient Community repealing By-law No. 6555/10/18
6767/17/20	Being a By-law to Amend By-law No. 6250/76/15, Being a By-law to Govern the Proceedings of Council and Committee Meetings
6768/18/20	Being a By-law to Delegate Powers and Duties to the Mayor and Chief Administrative Officer during the COVID-19 Pandemic
6769/19/20	Being a By-law to Amend By-law No. 6746/110/19, A By-law to Establish Penalty Charges and Interest Charges on Payments Due to the Municipality for 2020
6770/20/20	Being a By-law to Authorize the Submission of an Application to Ontario Infrastructure and Lands Corporation ("OILC") for Financing Certain ongoing Capital Work(s) of The Corporation of the City of Port Colborne (The "Lower-Tier Municipality"); to Authorize temporary Borrowing from OILC to meet Expenditures in connection with Such Capital Work(s); and to Authorize Long-Term Borrowing for such Capital Work(s) through the Issue of Debentures by the Regional Municipality of Niagara (The "Upper-Tier Municipality") to OILC
6771/21/20	Being a By-law to Adopt the Estimates for the City of Port Colborne for its Own Operations for the year 2020
6772/22/20	Being a By-law to Amend By-law No. 3151/22/95, As Amended, a By-law to Regulate the Supply of Water and to Provide for the Maintenance and Management of The Water Works and for the Imposition and Collection of Water Rates
6773/23/20	Being a By-law to Amend By-law No. 3424/6/97, As Amended, Being a By-law for the Imposition and Collection of Sewage Service Rates and Sewer Rates

6774/24/20	Being a By-law to Adopt, Ratify and Confirm the Proceedings of the Council of The Corporation of the City of Port Colborne at its Regular Meeting of March 23, 2020
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CARRIED

12. **Adjournment:**

Mayor Steele adjourned the meeting at approximately 7:14 p.m.

\_\_\_\_\_  
William C. Steele  
Mayor

\_\_\_\_\_  
Amber LaPointe  
City Clerk

AL/cm

# CITY OF PORT COLBORNE



## OPERATING AND CAPITAL BUDGET

MARCH 23/24, 2020

1

# CITY OF PORT COLBORNE Agenda

- Sources of Revenue
- OMPF and OCIF Grants
- Operating Levy Summary
- Estimated Ave Residential Property Tax
- Blended Tax Summary
- Potential Levy Increases
- Funded Requests and Initiatives
- Capital Funds Available
- Capital Levy Projects and Funding
- Debt Reserve Continuity
- Current Debt Update

2

## CITY OF PORT COLBORNE Current Sources of Revenue

- Tax Levy –Operating & Capital
- User Fees
- Ontario Municipal Partnership Funds
- Ontario Community Infrastructure Fund
- Federal and Provincial Grants
- Debentures for capital projects
- Federal Gas Tax Revenues
- Reserves & Reserve Funds
- Storm Sewer Fees
- Matured debentures for capital projects

3

## CITY OF PORT COLBORNE Additional Revenue Sources

- New assessment growth – very limited
- Increase in user fees
- Capital charge on user fees - % or \$
- Capital Infrastructure Reserve Fund (NRBN proceeds) to be leveraged with other government funding
- Area surcharge for new projects financed by debentures – Storm Sewers
- Increase in capital tax levy – 1.50% annually
- Tax room – Region & Education

4

**CITY OF PORT COLBORNE**  
**Ontario Municipal Partnership Fund**

➤ 2019 Funding	\$2,738,300
➤ 2020 Funding	\$2,691,100

Funding Applied to:

• Operating levy	\$2,345,900
• One time requests	\$ 345,200

(Page 6 of budget package)

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**CITY OF PORT COLBORNE**  
**Ontario Community Infrastructure Fund**

➤ 2019 Funding	\$404,300
➤ 2020 Funding	\$418,760

Funding Applied to:

• Downtown CIP Phase 1	\$418,760
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(Page 8 of budget package)

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## CITY OF PORT COLBORNE Operating Levy Summary

- Base budget increase – 2.73%
- Loss of revenues – 1.07%
- 2020 Base Tax Levy Increase – 3.80%
- 2019 Tax Levy Increase – 4.64%

Note: Above 2020 Levy Increase is prior to any additions for capital levy, debentures or new requests/initiatives

(Page 1 of budget package)

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## CITY OF PORT COLBORNE Operating Levy Summary

- 2020 Base Tax Levy Increase – 3.803%
- Capital budget increase – 1.434%  
(1.28%-2019)
- Proposed 2020 Tax Levy Increase– 5.237%  
(5.92%-2019)

(Page 1 of budget package)

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## CITY OF PORT COLBORNE Operating Levy Summary

Levy Increase per Admin Budget	\$689,426	3.803%
Capital Levy	<u>\$260,000</u>	1.434%
<b>Tax Levy with Capital Levy increase and final Operations Centre Debt amount</b>	<b><u>\$949,426</u></b>	<b>5.237%</b>

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## CITY OF PORT COLBORNE Estimated Average Residential City Property Tax and Rate Comparison

	City Tax Rate		City Property Tax	
	\$	%	\$	%
	Change	Change	Change	Change
<b>Revenue Neutral</b>				
-no property assessment change / 0% levy increase	(2.76)	-3.21%	(52.79)	-3.21%
<b>Phased property assessment change</b>				
- Increased property assessment - 0% levy increase (Average assessment from \$191,070 to \$196,670 - 2.93%)	<u>0.00</u>		<u>46.69</u>	
	(2.76)	-3.21%	(6.10)	-0.37%
- Proposed Operating Budget - 3.80% levy increase	<u>3.17</u>		<u>62.36</u>	
	0.41	0.47%	56.26	3.42%
- With Capital levy - 1.44% levy increase	<u>1.20</u>		<u>23.50</u>	
Proposed Operating and Capital levy increase - 5.24%	<u>1.60</u>	<u>1.86%</u>	<u>79.77</u>	<u>4.85%</u>

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**CITY OF PORT COLBORNE**  
**Estimated Average Residential**  
**Blended Property Tax and Rate Comparison**  
**City, Region and Education**

	City, Region and Education Tax Rate		City, Region and Education Property Tax	
	\$	%	\$	%
	Change	Change	Change	Change
<b>Revenue Neutral</b>				
-no property assessment change / 0% levy increase	(1.86)	-1.11%	(35.46)	-1.11%
<b>Phased property assessment change</b>				
- Increased property assessment - 0% levy increase (Average assessment from \$191,070 to \$196,670 - 2.93%)	0.00		92.64	
	(1.86)	-1.11%	57.18	1.79%
- Proposed Operating Budget - 3.80% levy increase	3.17		62.36	
	1.32	0.79%	119.54	3.74%
- With Capital levy - 1.44% levy increase	1.20		23.52	
Proposed Operating and Capital levy increase - 5.24%	2.51	1.50%	143.06	4.48%

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**CITY OF PORT COLBORNE**  
**Blended Tax Summary**

% LEVY INCREASE	AVE RESIDENTIAL BLENDED TAX INCREASE	AVE RESIDENTIAL CITY TAX INCREASE
2020 – 5.24%	4.48% or \$143	4.85% or \$79
2019 – 5.92%	3.35% or \$103	5.18% or \$81
2018 – 6.72%	2.69% or \$81	5.83% or \$86
2017 – 4.72%	2.99% or \$87	5.79% or \$81
2016 – 7.08%	1.79% or \$51	5.82% or \$76

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## CITY OF PORT COLBORNE

### Potential Levy Increases

- Staffing Full Time \$ 182,358
- Staffing Part Time \$ 84,507
- HR-Recruitment Software \$ 5,000
- IT Software \$ 112,334
- Communications-Media Platform \$ 5,000
- Health & Safety-WHMIS Program \$ 13,600
- Economic Development Initiatives \$ 7,000
- Operations-various services \$ 35,918
- Operations-Sidewalk snow plowing \$ 40,000
- Operations-street sweeping \$ 40,000
- Parks & Recreation \$ 10,000

(Page 4 and 5 of budget package)

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## CITY OF PORT COLBORNE

### Potential Levy Increase

- By-law Proactive Enforcement
  - Option A – Full time staff \$63,136
  - Option B – Part time staff \$37,200
- In House Roadside Ditching/Mowing and Roads Staffing
  - Option 1 – Ditching & Mowing & 4 staff \$290,295
  - Option 2A – Ditching & 3 staff \$226,347
  - Option 2B – Mowing & 3 staff \$161,408
  - Option 3 – 2 staff \$ 97,460

(Roads staffing-Winter temps to full time to include summer/fall)

(Page 4 of budget package)

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## CITY OF PORT COLBORNE Funded Requests/Initiatives

➤	Total Requests	\$ 1,124,784
•	OMPF funding	\$ 345,200
•	Reserve funds	\$ 589,938
•	Other/Grants	\$ 42,379
•	In House Grass Cutting	\$ 147,267

(Page 7 of budget package)

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## Depreciation Deficit based on Historical Cost and Time Lifecycle

<b>Total Depreciation (tax levy supported), 2018</b>	<b><u>\$4,339,074</u></b>
Capital levy for depreciation	\$2,368,260
Library levy for depreciation	\$50,000
OCIF Funding	\$418,760
Federal Gas Tax	<u>\$555,335</u>
 2020 Depreciation Funding	 <u>\$3,392,355</u>
<b>2020 Net Depreciation Deficit (22%)</b>	<b><u>\$946,719</u></b>
<b>2019 Net Depreciation Deficit (28%)</b>	<b><u>\$1,204,154</u></b>

## CITY OF PORT COLBORNE Capital Funds Available

➤	Federal Gas Tax - Roads	\$ 662,428
➤	Federal Gas Tax – Downtown CIP Phase 1	\$1,019,362
➤	Federal Gas Tax – Facility LED Lights	\$ 50,000
➤	OCIF – Downtown CIP Phase 1(2019/2020)	\$ 743,060
➤	OMPF – Downtown CIP Phase 1 (2019)	\$ 52,100
➤	Downtown CIP Capital Reserve	\$ 247,900
➤	Capital Levy	\$2,158,260
➤	Capital Levy Increase – 1.44%	\$ 260,000
➤	Capital Infrastructure Reserve (sale of NRBN)	\$7,000,000
➤	Reserves and Reserve Funds	
➤	Future Matured Debentures	
➤	Provincial/Federal Grants	

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## CITY OF PORT COLBORNE Capital Levy Projects & Funding

➤	Total Project Estimated Cost	\$12,730,741
•	Capital Levy	\$2,418,260
•	Reserve funds	\$2,837,876
•	Federal Gas Tax	\$ 715,000
•	Investing In Canada Grant	\$4,310,981
•	Vale Community Investment Fund	\$1,250,000
•	FedDev Ontario Grant	\$ 200,000
•	Other	\$ 10,000
•	Deferred funding	\$ 988,624

(Pages 11 to 14 of budget package)

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## CITY OF PORT COLBORNE Capital Levy Projects & Funding Downtown CIP Phase 1 Clarence St.-Catharine to West St.

	2019	2020	2021	Total
	Funds	Funds	Funds	Funds
OCIF Formula Grant Funding	324,300	418,760	400,000	1,143,060
Federal Gas Tax - Roads/Water/ Sewer/Storm	221,611	200,000	200,000	621,611
Federal Gas Tax-additional Grant received	597,751			597,751
Ontario Municipal Partnership Fund (OMPF) Grant	52,100			52,100
Capital Infrastructure Reserve Fund	47,900		287,578	335,478
Capital Debenture-matured debt financing				-
Water Wastewater Budget-debenture (2021)(\$77,000/year)			1,200,000	1,200,000
Capital Levy	200,000	150,000	200,000	550,000
	<u>1,443,662</u>	<u>768,760</u>	<u>2,287,578</u>	<u>4,500,000</u>

## CITY OF PORT COLBORNE Debt Reserve Continuity

	2019	2020	2021	2022	2023	2024
Balance Beginning of Year	445,872	231,220	158,903	294,724	429,545	736,274
<b>Funding</b>						
Transfers to Debt Reserve	653,971	653,971	653,971	653,971	653,971	653,971
Sponsorships	137,000	137,000	11,000	10,000	10,000	10,000
	<u>1,236,843</u>	<u>1,022,191</u>	<u>823,874</u>	<u>958,695</u>	<u>1,093,516</u>	<u>1,400,245</u>
<b>Expenditures</b>						
Main ST CIP	154,277	141,802	0	0	0	0
Vehicles	56,592	0	0	0	0	0
OPS Centre	114,094	114,094	114,094	114,094	114,094	114,094
East Side Employment Lands-Servicing Design	30,692	30,692	30,692	30,692	30,692	30,692
Vale Centre	343,816	343,816	343,816	343,816	171,908	0
Marina-Mobile Lift	40,548	40,548	40,548	40,548	40,548	40,548
Fire-SCBA Expenditure (to Fire Reserve)	265,604	192,336	0	0	0	0
	<u>1,005,623</u>	<u>863,288</u>	<u>529,150</u>	<u>529,150</u>	<u>357,242</u>	<u>185,334</u>
Balance End of Year	<u>231,220</u>	<u>158,903</u>	<u>294,724</u>	<u>429,545</u>	<u>736,274</u>	<u>1,214,911</u>

### CITY OF PORT COLBORNE Fire Department Equipment Replacement

Self Contained Breathing Apparatus (S.C.B.A) - 2020 Expenditure	450,000	
<b>Recommended Option</b>		
Option 1 - Repurpose Fire Hall and Marina Debt Payments		
Fire Hall Debt Payment	306,430	
OPS Centre Debt to 2047	(114,094)	
Balance to Reserve-2019		192,336
Fire Hall Debt Payment-2020		192,336
General Debt-2019		20,738
Marina Debt Payment-2019		52,530
		<b>457,940</b>
Marina Debt Payment Available-2020	52,530	
Fire Hall Debt Payment Available-2021	192,336	
Fire Engine No. 2 - 2021/2022 Expenditure	550,000	
<b>Recommended Option - New Debenture Using Other Matured Debentures</b>		
City Hall - 2021	37,000	
Fire Vehicle - 2022	62,000	
Debt Payment over 10 years at 2.12%	61,325	
Debt Payment over 15 years at 2.30%	43,563	
Debt Payment over 20 years at 2.43%	34,885	

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### City of Port Colborne Debenture Guidelines Annual Repayment Limit

➤ Provincial Repayment Limit	\$7,930,024
( 25% of Revenues)	
➤ City Repayment Limit	\$6,344,019
( 20% of Revenues)	
➤ Current Debt Charges	\$2,403,974
➤ City Available Debt Payt Limit	\$3,940,045
➤ Prov Available Debt Payt Limit	\$5,526,050

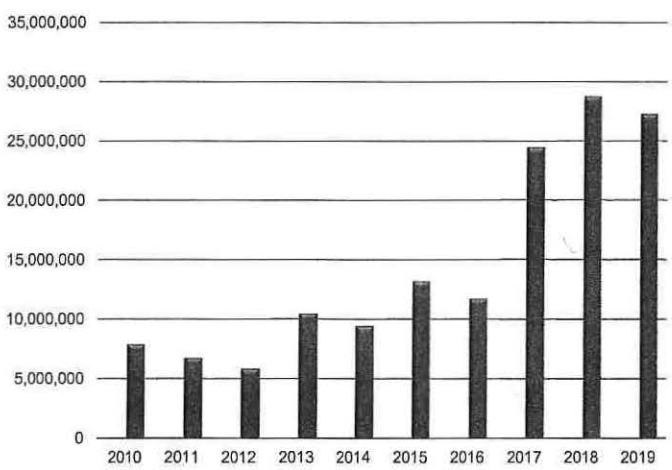
22

### City of Port Colborne New Long Term Borrowing

- City Available Debt Payt Limit \$3,940,045
- The maximum long term borrowing available at current rates is:
  - \$35,000,000 on 10 Year debenture
  - \$55,000,000 on 20 Year debenture
  - \$69,000,000 on 30 Year debenture
- Emergency Debt Room (Provincial to City)  
\$1,586,005 Limit or \$13,000,000 debt

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### City of Port Colborne Debt as at December 31



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# The City of Port Colborne

## 2020

PROPOSED WATER AND WASTEWATER  
BUDGET AND RATES

4/22/2020

1

## Fixed vs Usage Charge

- Water and Wastewater operations incur both fixed and usage (variable) costs. The only true usage cost is related to the purchase of water that flows through a customer's meter and the treatment of wastewater which is billed to the customer.
- City Operating Cost - 29% allocated to usage rate although are fixed costs
- City Capital/Debt Cost - 24% allocated to the fixed charge
- Region Water Purchases - 47% (52.8% are allocated to fixed cost and unbilled water - 47.2% is actually a true usage cost)

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## Issues Affecting 2020 Budget

- Increasing annual capital allocation of funds by 2% to 5% - no increase in 2020
- Region's budget increase – 5.15% including 3.79% for water
- Increased costs – Region increase for water purchases and wastewater treatment - City water operator phased in from 2019 plus 2.0% cost of living
- Actual annual water revenue not meeting projected annual revenue - water rates too low (water usage declined)
- Following 10 year water financial plan

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## Issues Affecting 2020 Budget

- Wastewater Rate Stabilization Reserve - \$200,000 allocated to 2020 budget
- Wastewater flows are very unpredictable – extraneous flows are mainly due to weather but also infiltration and are lost revenue
- Wastewater revenues currently not meeting projected revenue – rates are too low
- Request for additional funding of \$500,000 allocated to a Wastewater Detection Program from Capital Infrastructure Reserve Fund

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## Mitigation of Changes

- Staff ongoing monitoring of flows and planning infrastructure replacements, meter installations, private service leakage and Region trunk mains review
- Phasing in actual unbilled water and extraneous flows in wastewater including revenue shortfalls
- No increase to capital contributions
- Applying Wastewater rate stabilization reserve to capital for \$200,000
- Cost of living increase at 2.0% for City portion of operations
- Request for additional funding of \$500,000 allocated to a Wastewater Detection Program from Capital Infrastructure Reserve Fund

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## Operating Budget Water and Wastewater

- ❖ Total annual increase to an average residential user  
is \$76.54 or \$6.38 a month – 4.77%
- Water fixed and usage increase – 4.14%  
Annual increase is \$30.59 or \$2.55 a month
- Wastewater fixed and usage increase – 5.29%  
Annual increase is \$45.95 or \$3.83 a month

4/22/2020

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## Water Budget Costs

• City Operating	\$1,502,971	29%
• City Capital/Debt	\$1,246,471	24%
• Region fixed/unbilled	\$1,283,551	25%
• <u>Region Usage(billed)</u>	<u>\$1,146,831</u>	<u>22%</u>
➤ Total Fixed Costs	\$2,530,023	49%
➤ <u>Total Variable Costs</u>	<u>\$2,649,801</u>	<u>51%</u>

Average Resident Usage of .75 m3 per day

❖ Annual fixed charge	\$395.01	51%
❖ Annual usage charge	<u>\$373.67</u>	49%
	\$768.68	

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## Water Capital Program

- Current contributions - \$1,217,549
- Rate Stabilization - \$205,930
- Capital Projects - \$436,851
- Debt - \$434,299
- Equipment - \$53,101
- Water Meters - \$87,368
- Proposed annual increase of \$ NIL
- Annual requirement based on replacement cost is \$2.3 million
- Annual Amortization of capital assets is \$600,000

4/22/2020

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## Water Operations

### Usage Rates

- Usage rate increase \$1.291 to \$1.365
- Water Financial Plan rate for 2020 – \$1.346
- Ave annual increase - \$20.23 or \$1.69 a month

### Fixed Service Charge

- Capital rate increase \$384.65 to \$395.01
- Ave annual increase - \$10.36 or \$0.86 a month

### Blended Change

- Water fixed and usage increase – 4.14%
- Annual increase is \$30.59 or \$2.55 a month

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## Water Rates Comparison for 2020

	Water Financial Plan	Proposed Rates
Usage Cost per m3	1.346	1.365
Annual Usage Cost - 0.75 m3 per day	368.47	373.67
Annual Fixed Charge	<u>394.66</u>	<u>395.01</u>
Total Annual Cost	763.13	768.68
Difference	5.55	

4/22/2020

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## Wastewater Operations

- Regional fixed cost - \$4,544,117 (73% of budget)
- City operating cost - \$939,712 (15% of budget)
- City capital cost - \$751,930 (12% of budget)
- Regional 3 year rolling average of flows 4,480,000 m3
- Non billable flows estimated between 45% and 66%  
- budgeted 58%
- Budgeted City costs at 27%
- Budgeted Regional costs fixed at 73%

4/22/2020

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## Wastewater Capital Program

- Current contributions - \$751,930
  - Rate Stabilization - \$206,357
  - Capital Projects - \$508,853
  - Equipment - \$36,720
- Proposed annual increase of \$ NIL
- Annual requirement based on replacement cost is \$1.2 million
- Annual Amortization for capital assets is \$400,000

4/22/2020

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## Wastewater Operations

### Usage Rates

- Usage rate increase \$1.327 to \$1.382
- Ave annual increase - \$15.18 or \$1.27 a month

### Fixed Service Charge

- Capital rate increase \$504.86 to \$535.64
- Ave annual increase - \$30.78 or \$2.56 a month

### Blended Change

- Wastewater fixed and usage increase – 5.29%  
Annual increase is \$45.96 or \$3.83 a month

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## Proposed Annual 2020 Rates

2019 annual cost	2019 rate	Item	2020 rate	2020 annual cost	Annual Increase	Increase
\$	\$		\$	\$	\$	%
1606.19				1682.73	76.54	4.77
353.41	1.291/m <sup>3</sup>	Water usage rate	1.365/m <sup>3</sup>	373.64	20.23	5.73
384.65	384.65	Water fixed charge	395.01	395.01	10.36	2.69
363.27	1.327/m <sup>3</sup>	Sewer usage rate	1.382/m <sup>3</sup>	378.44	15.18	4.18
504.86	504.86	Sewer fixed charge	535.64	535.64	30.78	6.10

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## Proposed Quarterly 2020 Rates

2019 cost per quarter	2019 rate	Item	2020 rate	2020 cost per quarter	Quarterly Increase	Increase
\$	\$		\$	\$	\$	%
401.54				420.68	19.14	4.77
88.35	1.291/m <sup>3</sup>	Water usage rate	1.365/m <sup>3</sup>	93.41	5.06	5.73
96.16	384.65	Water fixed charge	395.01	98.75	2.59	2.69
90.82	1.327/m <sup>3</sup>	Sewer usage rate	1.382/m <sup>3</sup>	94.61	3.79	4.18
126.21	504.86	Sewer fixed charge	535.64	133.91	7.70	6.10

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## Proposed Monthly 2020 Rates

2019 cost per month	2019 rate	Item	2020 rate	2020 cost per month	Monthly Increase	Increase
\$	\$		\$	\$	\$	%
133.84				140.23	6.39	4.77
29.45	1.291/m <sup>3</sup>	Water usage rate	1.365/m <sup>3</sup>	31.13	1.68	5.73
32.05	384.65	Water fixed charge	395.01	32.92	0.87	2.69
30.27	1.327/m <sup>3</sup>	Sewer usage rate	1.382/m <sup>3</sup>	31.54	1.27	4.18
42.07	504.86	Sewer fixed charge	535.64	44.64	2.57	6.10

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