



TOWNSHIP OF WAINFLEET
COUNCIL INFORMATION PACKAGE
SUMMARY
JANUARY 17, 2020

1. **C-019-2020**
Correspondence dated January 10, 2020 from the Niagara Region respecting 2020 Budget-Water and Wastewater Operating Budget, Rate Setting and Requisition
2. **C-020-2020**
Correspondence dated January 10, 2020 from the Niagara Region respecting 2020 Budget – Waste Management Services Operating Budget and Requisition
3. **C-021-2020**
Correspondence Dated January 13, 2020 from the Niagara Region – Planning and Development Services, respecting Request for Comments for Proposed Regional Official Plan Amendment 16 (ROA 16) pertaining to Updates to the Employment Policies, Schedules, and Definitions
4. **C-022-2020**
Correspondence received January 14, 2020 from the Niagara Peninsula Conservation Authority respecting Board of Directors Meeting Highlights – December 18, 2019
5. **C-023-2020**
Correspondence dated January 15, 2020 from the City of Quinte West to Mr. Jamie McGarvey, President of the Association of Municipalities of Ontario respecting a resolution pertaining to the mandate of Conservation Authorities
6. **C-024-2020**
Correspondence dated January 15, 2020 from the Municipality of Dutton Dunwich with respect to a resolution pertaining to the Conservation Authority and delivery of watershed management programs
7. **C-025-2020**
Correspondence dated January 14, 2020 from Antima Kumar, Director of Esso Gas Bar Station & LCBO Convenience Outlet requesting approval to remain open on holidays as per the LCBO Agency Store manual

Correspondence item C-025-2020 will be placed on the January 28, 2020 Council agenda for consideration



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

January 10, 2020

CL 23-2019, December 12, 2019
BRCOTW 9-2019, November 28, 2019
CSD 71-2019, November 28, 2019

LOCAL AREA MUNICIPALITIES

SENT ELECTRONICALLY

2020 Budget-Water and Wastewater Operating Budget, Rate Setting and Requisition
CSD 71-2019

Regional Council, at its meeting held on December 12, 2019, approved the following recommendations of Budget Review Committee of the Whole:

That Report CSD 71-2019, dated November 28, 2019, respecting 2020 Budget-Water and Wastewater Operating Budget, Rate Setting and Requisition, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the 2020 net Water & Wastewater operating base budget increase of \$2,340,055 or 2.00% over the 2019 operating budget **BE APPROVED** in accordance with Council approved budget planning direction;
2. That the 2020 net Water & Wastewater operating budget increase of an additional 3.15% over the 2019 operating budget **BE APPROVED** to accommodate enhanced Capital financing contributions in accordance with Council approved Safe Drinking Water Act Financial Plan as follows:
 - a. \$1,350,459 or 1.16% over the 2019 operating budget representing an increase in capital financing contributions for water; and
 - b. \$2,332,479 or 1.99% over the 2019 operating budget representing an increase in capital financing contributions for wastewater;

3. That the 2020 gross Water Operations operating budget of \$46,300,620 and net budget in the amount of \$45,920,957 as outlined in Appendix 6 of Report CSD 71-2019 for the Water Budget, Rates and Requisition **BE APPROVED**;
4. That the proposed fixed water requisition shown in Table 3 of Report CSD 71-2019, based on 25% of the Region's water net operating budget for the year and divided by 12 to determine the monthly charge, to be billed to each of the serviced Local Area Municipalities starting January 1, 2020, apportioned based on their previous three year's average water supply volumes, **BE APPROVED**;
5. That the Region's proposed 2020 variable water rate of \$0.602, shown in Table 4 of Report CSD 71-2019, to be effective January 1, 2020 and calculated by taking 75% of the Region's water net operating budget and dividing by the estimated supply volume, to be billed on a monthly basis to each serviced Local Area Municipality based on the previous month's metered flows, **BE APPROVED**;
6. That the 2020 gross Wastewater Operations operating budget of \$80,504,266 and net budget in the amount of \$77,020,694 as outlined in Appendix 6 of Report CSD 71-2019 for the Wastewater Budget, Rates and Requisition **BE APPROVED**;
7. That the proposed 2020 fixed wastewater requisition as shown in Table 5 of Report CSD 71-2019, based on 100% of the Region's net operating budget for the year and divided by 12 to determine the monthly charge, to be billed to each of the Local Area Municipalities starting January 1, 2020, apportioned based on their previous three year's average wastewater supply volumes, **BE APPROVED**;
8. That the 2020 wastewater monthly bills **INCLUDE** reconciliation for the 2018 net requisition allocation based on actual wastewater flows versus the estimated flows, as shown in Table 6 of Report CSD 71-2019;

9. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration; and
10. That a copy of Report CSD 71-2019 **BE CIRCULATED** to the Local Area Municipalities.

A copy of Report CSD 71-2019 and By-law Nos. 2019-94 and 2019-95 are enclosed for your reference.

Yours truly,



Ann-Marie Norio
Regional Clerk
:cjp

CLK-C 2019-267

cc: H. Chamberlain, Director, Financial Management & Planning, Deputy Treasurer
T. Harrison, Commissioner, Corporate Services, Treasurer
M. Abraham, Executive Assistant, Corporate Services

Subject: 2020 Budget-Water and Wastewater Operating Budget, Rate Setting and Requisition

Report to: Budget Review Committee of the Whole

Report date: Thursday, November 28, 2019

Recommendations

1. That the 2020 net Water & Wastewater operating base budget increase of \$2,340,055 or 2.00% over the 2019 operating budget **BE APPROVED** in accordance with Council approved budget planning direction;
2. That the 2020 net Water & Wastewater operating budget increase of an additional 3.15% over the 2019 operating budget **BE APPROVED** to accommodate enhanced Capital financing contributions in accordance with Council approved Safe Drinking Water Act Financial Plan as follows:
 - a. \$1,350,459 or 1.16% over the 2019 operating budget representing an increase in capital financing contributions for water; and
 - b. \$2,332,479 or 1.99% over the 2019 operating budget representing an increase in capital financing contributions for wastewater;
3. That the 2020 gross Water Operations operating budget of \$46,300,620 and net budget in the amount of \$45,920,957 as outlined in Appendix 6 for the Water Budget, Rates and Requisition **BE APPROVED**;
4. That the proposed fixed water requisition shown in Table 3 of report CSD 71-2019, based on 25% of the Region's water net operating budget for the year and divided by 12 to determine the monthly charge, to be billed to each of the serviced Local Area Municipalities starting January 1, 2020, apportioned based on their previous three year's average water supply volumes, **BE APPROVED**;
5. That the Region's proposed 2020 variable water rate of \$0.602, shown in Table 4 of report CSD 71-2019, to be effective January 1, 2020 and calculated by taking 75% of the Region's water net operating budget and dividing by the estimated supply volume, to be billed on a monthly basis to each serviced Local Area Municipality based on the previous month's metered flows, **BE APPROVED**;
6. That the 2020 gross Wastewater Operations operating budget of \$80,504,266 and net budget in the amount of \$77,020,694 as outlined in Appendix 6 for the Wastewater Budget, Rates and Requisition **BE APPROVED**;

7. That the proposed 2020 fixed wastewater requisition as shown in Table 5 of report CSD 71-2019, based on 100% of the Region's net operating budget for the year and divided by 12 to determine the monthly charge, to be billed to each of the Local Area Municipalities starting January 1, 2020, apportioned based on their previous three year's average wastewater supply volumes, **BE APPROVED**;
8. That the 2020 wastewater monthly bills **INCLUDE** reconciliation for the 2018 net requisition allocation based on actual wastewater flows versus the estimated flows, as shown in Table 6 of report CSD 71-2019;
9. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration; and
10. That a copy of Report CSD 71-2019 **BE CIRCULATED** to the Local Area Municipalities.

Key Facts

- The proposed net Water budget before enhanced capital financing represents a \$0.33 million increase, or 0.75% over 2019; the proposed net Wastewater budget before enhanced capital financing represents a \$2.3 million increase, or 2.76% over 2019, for a combined Water & Wastewater Budget increase of 2.00% as shown in Table 1.
- The budget is representative of the Council approved 2020 budget planning direction of 2.0% for base budget expenditure.
- Staff are requesting a separate 3.15% increase for capital financing to support infrastructure requirements as outlined in the Council approved Safe Drinking Water Act (SDWA) Financial Plan.
- Included in the 2020 base program change (and therefore accommodated within the 2% budget planning direction) is a program change totaling \$7 thousand representing 1 new FTEs.
- The requisition methodology conforms to Council approved cost recovery methodology from 2011, which was reaffirmed through report CSD 61-2015, on July 2, 2015. The methodology apportions to the local area municipalities water at 75% variable rate and 25% as a fixed component and wastewater 100% fixed.
- The proposed variable water rate is increased to \$0.584 for base expenditure and by an additional \$0.018 for capital for a total of \$0.602 (2019 = \$0.580) attributed to the budget increase with no projected change in water flows.

Financial Considerations

The Water and Wastewater Division's proposed 2020 net budget amount of \$122.94 million represents a \$6.02 million net increase or 5.15% from the 2019 budget, as shown in Table 1. \$77.02 million of the total net cost is related to the Wastewater program, representing a net increase of \$4.34 million, or 5.97% from 2019. The

remaining \$45.92 million relates to the Water program, which has increased by \$1.68 million, or 3.80% from 2019. The proposed gross budget and comparison to the 2019 net budget are outlined in Table 1.

Table 1 – Summary of Proposed Water and Wastewater Base Budgets

2020 Proposed Budget - Gross & Net			
	Water	Wastewater	Total
Net 2019 Budget Requisition	44,238,899	72,679,759	116,918,658
2020 Budget:			
Total Operating Expenses	21,928,290	48,378,209	70,306,499
Business support	2,043,659	3,013,601	5,057,260
Reserve Transfer & Debt Charges	20,978,212	26,779,977	47,758,189
Gross 2020 Budget Total	44,950,161	78,171,787	123,121,948
Less: Revenues*	(379,663)	(3,483,572)	(3,863,235)
Less: Reserve Funding*	-	-	-
Net 2020 Budget Requisition - Before Increased Capital Financing	44,570,498	74,688,215	119,258,713
Percentage Change	0.75%	2.76%	2.00%
Increased Capital Requirement	1,350,459	2,332,479	3,682,938
Net 2020 Budget Requisition - After Increased Capital Financing	45,920,957	77,020,694	122,941,651
Percentage Change	3.80%	5.97%	5.15%

**Revenue amounts presented in this table do not include revenue amounts in water and wastewater shared services (included as an offset in total operating expenses).*

Analysis

The 2020 Water and Wastewater budgets were developed giving consideration to historical results (2018 actuals, 2019 forecast), operational concerns, legislative compliance, standard operating procedures, collaborations with LAMs, and cross-divisional and corporate business support costs.

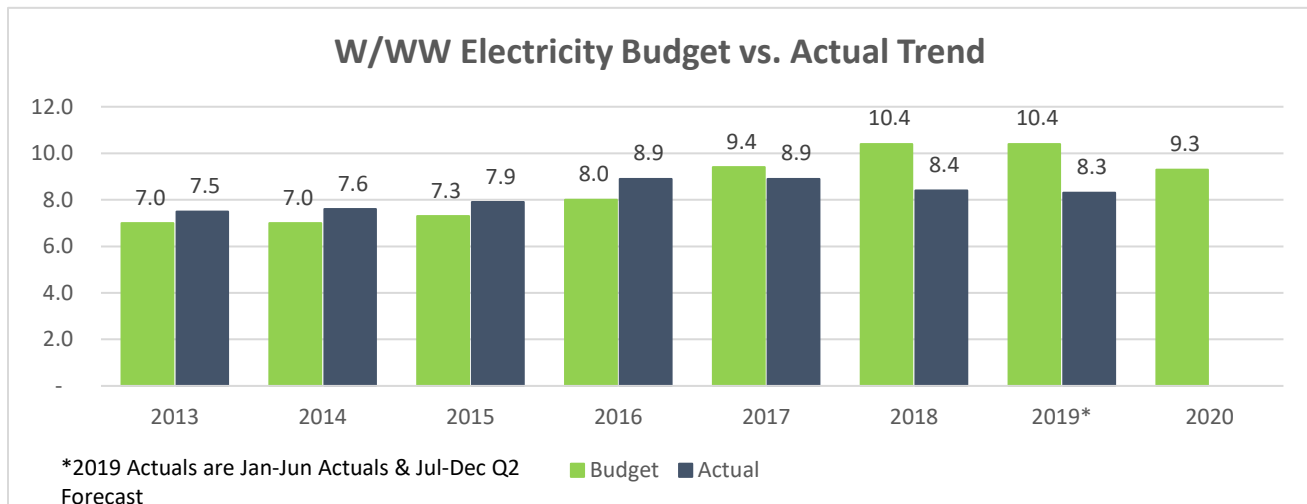
The total program cost includes both operating expenditures (representing 55% of total program costs), as well as transfers to reserve and debt charges in support of the capital program (representing 41% of the total program costs) with the remaining as business support (4%).

Pressures

Despite the pressures discussed below, the based combined operating budget impact for 2020 over 2019 has been limited to \$2,340,055 or 2.00% as per Council approved budget planning direction. Pressures to the 2020 budget include:

- Labour Related Costs (\$1.1 million) – Base labour related costs increased by \$576,000 or 2.4% over 2019. The remainder of the increase can be attributed to a shift in resources directly attributed and funded by capital to asset management planning (\$74k), a staffing program change as outlined in Table 2 (\$80k gross) and the inclusion of 2.5 temporary FTEs that were added in 2019 by way of delegated authority and funded through salary gapping for capital project management.
- W/WW Master Servicing Plans (MSP) (Gross = \$0.8 million, Net = \$0.08 million) and Biosolids MSP (Gross = \$0.5 million, Net = \$0) - The MSP project was included in the Development Charge background study and is funded 90% from development charges with the remainder being funded by the existing ratepayers. Staff are recommending that the Biosolids MSP be funded from the wastewater stabilization reserve which will result in a net impact for 2020 of \$0. The biosolids MSP was not identified in the Development Charges background study as an eligible project for development charge funding.
- Computer software support as a result of Asset Management improvements (\$0.2 million) - Staff have identified an opportunity to enhance existing processes for water and wastewater asset management through a betterment to existing software. This software licensing fee has been accommodated within the base budget expenditure. Water and wastewater staff have communicated the need for this software enhancement with the corporate asset management office. It has been indicated that this enhancement does not overlap with future enhancement with the corporate asset management office.
- Large diameter mains inspection program (\$0.3 million), chemicals based on usage and cost increases (\$0.5 million), property taxes (\$0.2 million) and indirect allocation support costs (\$0.4 million).
- Anticipated savings in electricity (\$1.1 million) - Savings experienced in the budget for electricity expenditures amounts to \$1.1 million for 2020. As noted in Chart 1, historical actual electricity expenditures have shown a consistent year over year increase since 2013 through 2016. This trend however has leveled off starting in 2017. The budgeted decrease in electricity expenditures forecasted for 2020 is to right size the budget based on the recent flattened trend. It is expected that the current level of electricity expenditure will continue on the current trajectory until the expiry of the Fair Hydro Act in 2021.

Chart 1 – Electricity Budget vs. Actuals 2013 to 2020



The proposed 2020 operating budget includes in the base budget a staff initiative for one FTE as a program change. This program change is summarized below in **Table 2**.

Table 2 – Summary of Proposed Water and Wastewater Program Change

Division	FTE	Item	Net Amount	Details
Wastewater Operations	1	Biosolids Operator	\$7.1 K	Compensation cost mostly offset by savings in sludge collection of \$73K; currently there is only 1 employee at each facility; having a backup will enable processing to continue if existing staff is not available.
Total	9		\$7.1 K	

Reserve Management - Capital/Infrastructure

Council provided budget planning direction of 2% for base services in accordance with core CPI. Staff have prepared the base budget in accordance with this planning direction but are making a specific request for enhanced financing for 2020 to align with the SDWA financial plan. As per the Council approved SDWA Financial Plan, staff presented a 5.15% increase for water and wastewater infrastructure within CSD 40-2019 – 2020 Budget Planning.

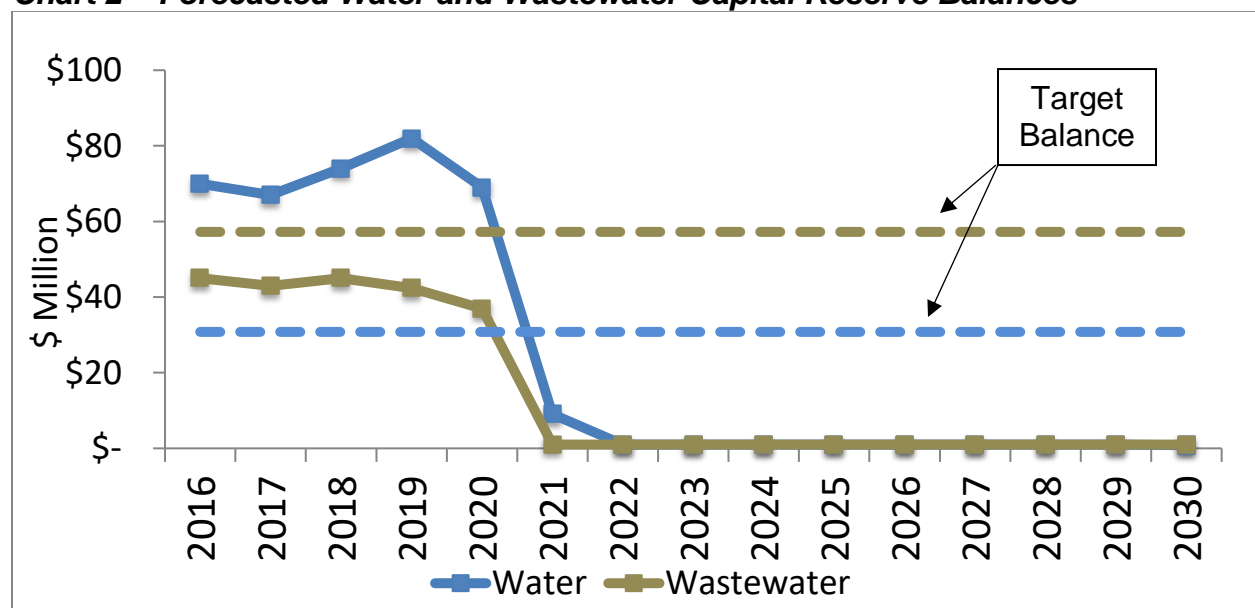
In 2017, Council approved a comprehensive Asset Management Plan (AMP). The detailed information available in the AMP was utilized in the 2020 capital budget preparation. The consultant reviewed the 10 year budget and established that even if the entire available capital dollars were applied against the replacement and rehabilitation of existing assets the Region's annual funding gap would be \$77M (10

year Average Annual Renewal investment - AARI). This annual investment would address the average 10 year requirement and backlog as of December 2016.

During 2018, Regional Council reviewed and approved the Safe Water Drinking Act (SDWA) Financial Plan which identified increasing capital financing as an urgent need in order to address the current infrastructure gap. At that time Council approved in principle a combined annual 5.15% increase for water and wastewater. For 2019, this 3.15% increase for capital resulted in an additional combined water and wastewater transfer from operating to capital of \$3M. If approved for 2020, a similar amount would be allocated to the capital financing.

As presented within the financial strategy, staff proposed as a guiding principle that a minimum reserve balance of 2% of the current asset value be maintained. The dotted lines on the chart below illustrate the 2% target compared against the forecasted reserve balance for each year. Without the additional 3.15% annual contribution towards capital, both the water and wastewater reserve are fully committed through the end of the forecast period and the capital financing does not adequately address the capital infrastructure needs for the future.

Chart 2 – Forecasted Water and Wastewater Capital Reserve Balances



Water Requisition

Fixed Water Requisition

As per Council's approved methodology, \$11,480,239 (25%) of the net Water budget will be recovered from fixed monthly requisitions to the local municipalities based on historical flows. The historical water flows and percentages utilized are included in **Appendix 1 and 2**. This annual amount based on the historical flows is then divided by

12 to determine the monthly charge to be billed to each of the services LAMs starting January 1, 2020. Also included as part of **Appendix 1** is the annual impact on the fixed water requisition amount between 2019 and 2020 for each LAM. Table 3 summarizes the fixed amounts to be billed to each LAM based on the above methodology.

Table 3 – Fixed Water Requisition for 2020 Net Budget

Fixed Water Requisition for 2020 Net Budget			
Municipality	3-Year Avg. (%)	Allocation (\$)	Monthly (\$)
Fort Erie	7.84%	\$899,645	\$74,970
Grimsby	5.30%	\$608,082	\$50,674
Lincoln	3.94%	\$452,771	\$37,731
Niagara Falls	26.23%	\$3,011,163	\$250,930
Niagara-on-the-Lake	5.43%	\$623,711	\$51,976
Pelham	2.06%	\$236,558	\$19,713
Port Colborne	5.31%	\$610,016	\$50,835
St. Catharines	26.51%	\$3,042,931	\$253,578
Thorold	3.72%	\$427,215	\$35,601
Welland	12.13%	\$1,392,536	\$116,045
West Lincoln	1.53%	\$175,609	\$14,634
Total	100.00%	\$11,480,239	\$956,687

Variable Water Rate

The remaining \$34,440,718 (75%) will be charged through the variable water rates. Staff is recommending that the variable rate be set at \$0.602 per cubic metre as outlined in Table 4 using a water forecast based on the average flow volumes that have been realized over the past three years. For 2020, staff are projecting water flows to be consistent with the amount estimated for the 2019 budget. An overview of the water trends and related risk is outlined in more detail in **Appendix 2**. The proposed variable water rate is increased by \$0.004 (0.67%) for base and \$0.018 (3.05%) for capital for a total of \$0.602 (2019 = \$0.580) which is attributed to budget increases with no projected change in water flows. Despite above average growth for the Region in recent years the flow estimates are still volatile and are dependent on weather conditions for the year. Staff are projecting that the 2019 estimated flows will not be achieved by year end. By maintaining the flow forecast it will assist in mitigating the risks associated with the volatility in weather conditions (particularly wet weather conditions).

Table 4 – Variable Water Rate for 2020 Net Budget

2020 Variable Water Rate	
Variable Allocation (75% x \$45,920,957)	\$34,440,718
2020 Water Flow Forecast (m ³)	57,250,000
Variable Rate (\$/m ³)	\$0.602

Wastewater Requisition

100% of the net wastewater requisition will be recovered from fixed monthly requisitions to the local municipalities. The historical wastewater flows and percentages utilized are included in **Appendix 3**. This annual amount based on the historical flows is then divided by 12 to determine the monthly charge to be billed to each of the services Local Area Municipalities starting January 1, 2020. Also included as part of **Appendix 3** is the annual impact of the fixed wastewater requisition amount between 2019 and 2020 for each LAM. Table 5 summarizes the fixed amounts to be billed to each LAM based on the above methodology.

Table 5 – Fixed wastewater Requisition for 2020 Net Budget

Fixed Wastewater Requisition for 2020 Net Budget			
Municipality	3-Year Avg. (%)	Allocation (\$)	Monthly (\$)
Fort Erie	10.44%	\$8,043,911	\$670,326
Grimsby	4.86%	\$3,740,290	\$311,691
Lincoln	3.83%	\$2,948,685	\$245,724
Niagara Falls	19.62%	\$15,113,526	\$1,259,460
Niagara-on-the-Lake	4.14%	\$3,185,401	\$265,450
Pelham	1.79%	\$1,379,048	\$114,921
Port Colborne	5.90%	\$4,544,117	\$378,676
St. Catharines	28.45%	\$21,916,001	\$1,826,333
Thorold	5.06%	\$3,899,808	\$324,984
Welland	14.30%	\$11,012,336	\$917,695
West Lincoln	1.61%	\$1,237,572	\$103,131
Total	100.00%	\$77,020,694	\$6,418,391

As per Council's approved cost recovery methodology, the 2020 monthly Wastewater charges will include reconciliation of the 2018 Wastewater requisition payments. Municipal 2018 rebates or charges will be based on their respective share of actual flows versus the estimated share used to initially allocate the 2018 charges. This reconciliation results in a total of \$1,176,562 in payments to, and \$1,176,562 in rebates from, the local municipalities. Tables outlining the calculation of the reconciliation have been included as **Appendix 4**, and the total charge including the 2020 requisition and 2018 reconciliation by local municipality has been included as **Appendix 5**.

Table 6 – Wastewater Reconciliation for 2018 included in 2020 Requisition

Wastewater Reconciliation (2018)			
Municipality	Reconciliation (\$)	Monthly Rebate (\$)	Monthly Payment (\$)
Fort Erie	(189,542)	(15,795)	
Grimsby	72,923		6,077
Lincoln	23,238		1,937
Niagara Falls	(711,135)	(59,261)	
Niagara-on-the-Lake	114,819		9,568
Pelham	(83,549)	(6,962)	
Port Colborne	159,962		13,330
St. Catharines	448,367		37,364
Thorold	300,668		25,056
Welland	(192,335)	(16,028)	
West Lincoln	56,585		4,715
Total	(0)	(98,047)	98,047

Risks

- Water revenue is weather dependant and therefore subject to fluctuations that are outside the Region's control.
- Wastewater costs can also be weather dependent and therefore subject to fluctuations that are outside the Region's control.
- Unanticipated equipment and underground infrastructure failure which may impact operating expenditures.
- Unanticipated new provincial standards that may create operational pressures.
- Limited operational financial flexibility until the budget fully addresses the asset management plan/SDWA and may create further pressure on the already forecasted decline in reserves.
- Additional capital expenditures may be required as a result of Ontario Power Generation's operational and maintenance activities with respect to the Hydro Power Canal closure.

Alternatives Reviewed

1. Council may elect to not approve the enhanced capital financing as presented representing an increase of 3.15% over 2019. This alternative is **NOT RECOMMENDED**. This alternative would limit the increase in the requisition from 2019 to 2020 to 2.00% which is within Council's approved budget directions. This alternative would not provide the requisite capital financing needed to support future capital expenditures as identified within the SDWA Financial Plan as approved by Council.
2. If Council approves the 3.15% or \$3.68 million to enhance capital financing, staff **RECOMMEND** that \$479,990 be allocated to debt servicing, \$550,000 allocated

to reserve funding with the remaining \$2,652,948 as a contribution to the reserve for capital project utilization in 2021 or future, to support an amendment to the 2020 Capital budget to address previously deferred projects as follows:

- Dain City Station Forcemain Replacement (\$550k) – ***Reserve Financed***
- Thundering Waters Sanitary Trunk Sewer Rehab (\$8.3M) – ***Debt Financed***
- The Niagara Falls WWTP Secondary Treatment Upgrade (\$58M) which was also deferred is not recommended to be added back to 2020 as WWW staff have indicated that the Ministry of Environment , Conservation and Parks (MECP) has granted an extension on the project which will enable time to obtain necessary approvals and complete detailed design.
- The Port Dalhousie WWTP Upgrade (\$14M) which was also deferred is not recommended to be added back to 2020 as WWW staff have indicated that a phased approach for this project is more appropriate due to the limited space to accommodate contractors on site, as such phase 2 should remain in 2021.

Relationship to Council Strategic Priorities

The 2020 Water and Wastewater proposed budgets support Council's strategic priorities of organizational excellence, by meeting or exceeding legislative requirements and having 41% of the total program costs related to infrastructure renewal and replacement.

Other Pertinent Reports

CSD 21-2017	Asset Management Plan
PDS 37-2016	Niagara 2041 Growth Strategy – Local Municipal Growth Allocations
PW 22-2017	2016 Water & Wastewater Master Servicing Plan Update
PW 5-2019	Safe Drinking Water Act Financial Plan

Prepared by:

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

Recommended by:

Todd Harrison, CPA, CMA
Commissioner/Treasurer
Enterprise Resource Management
Services

Submitted by:

Ron Tripp, P.Eng.
Acting, Chief Administrative Officer

This report was prepared by Rob Fleming, Senior Tax & Revenue Analyst, in consultation with Pamela Hamilton, Program Financial Specialist and Reviewed by Margaret Murphy, Associate Director, Budget Planning & Strategy, and Catherine Habermehl, Acting Commissioner, Public Works.

Appendices

Appendix 1	Water Flows and Fixed Water Requisition by Local Area Municipality
Appendix 2	Water Volume Analysis
Appendix 3	Wastewater Flows and Fixed Wastewater Requisition by Local Area Municipality
Appendix 4	2017 By-law Wastewater Reconciliation
Appendix 5	Fixed Wastewater Requisition including Reconciliation by Local Area Municipality
Appendix 6	Water and Wastewater Schedule of Revenues and Expenditures by Object of Expenditure

Appendix 1 - Water Flows and Fixed Water Requisition by Local Area Municipality

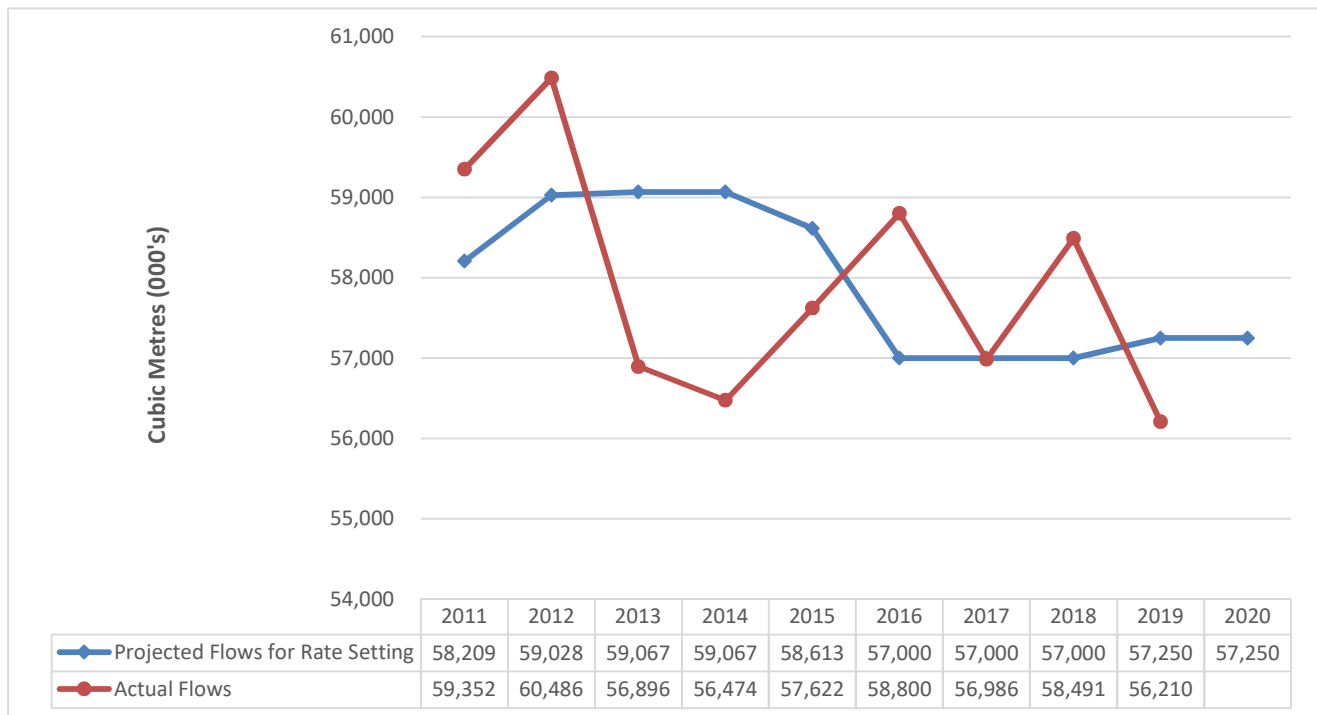
Table 1 - Water Flows by Municipality

Municipality	3-Year Avg. per 2019 By-law		3-Year Avg. per 2020 By-law	
	Megalitres	%	Megalitres	%
Fort Erie	4,686	8.06%	4,478	7.84%
Grimsby	3,258	5.60%	3,027	5.30%
Lincoln	2,315	3.98%	2,254	3.94%
Niagara Falls	15,424	26.53%	14,989	26.23%
Niagara-on-the-Lake	3,147	5.41%	3,105	5.43%
Pelham	1,266	2.18%	1,178	2.06%
Port Colborne	3,093	5.32%	3,037	5.31%
St. Catharines	15,350	26.41%	15,148	26.51%
Thorold	2,076	3.57%	2,127	3.72%
Welland	6,653	11.45%	6,932	12.13%
West Lincoln	862	1.48%	874	1.53%
Total	58,130	100%	57,148	100%

Table 2 - Fixed Water Requisition by Municipality

Municipality	Fixed Requisition			
	2019 (\$000)	2020 (\$000)	Difference	
			\$000s	%
Fort Erie	892	900	8	0.91%
Grimsby	620	608	(12)	-1.89%
Lincoln	440	453	12	2.80%
Niagara Falls	2,935	3,011	77	2.61%
Niagara-on-the-Lake	599	624	25	4.16%
Pelham	241	237	(4)	-1.81%
Port Colborne	588	610	22	3.66%
St. Catharines	2,920	3,043	123	4.19%
Thorold	395	427	32	8.14%
Welland	1,266	1,393	127	10.02%
West Lincoln	164	176	12	7.12%
Total	11,060	11,480	421	3.80%

Appendix 2 - Water Volume Analysis



The 2019 actual flows are estimate to finish the year approximately 1.82% lower than project flows. The forecasted water usage in 2019 is estimated to total to 56,210 ML.

The water volume forecast for 2020 has been prepared giving consideration to historical trends and input received from some local area municipalities.

The volume forecast for 2020 is above the 3-year calendar average of 57,229 ML and below the 5-year average of 57,622 ML. This includes 2015 and 2018 which were more typical summer weather years. 2016 experienced drought conditions during the summer. 2017 and 2019 experienced very wet summers. The 2020 estimate reflects no change over previous year's projections as a result of not meeting expected forecast for 2019.

Appendix 3 - Wastewater Flows and Fixed Requisition By Local Area Municipality

Table 1 - Wastewater Flows by Municipality

Municipality	3-Year Avg. per 2019 By-law		3-Year Avg. per 2020 By-law	
	Megalitres	%	Megalitres	%
Fort Erie	7,348	10.45%	7,931	10.44%
Grimsby	3,216	4.57%	3,688	4.86%
Lincoln	2,745	3.90%	2,907	3.83%
Niagara Falls	14,247	20.26%	14,901	19.62%
Niagara-on-the-Lake	2,864	4.07%	3,141	4.14%
Pelham	1,309	1.86%	1,360	1.79%
Port Colborne	3,944	5.61%	4,480	5.90%
St. Catharines	20,064	28.54%	21,608	28.45%
Thorold	3,420	4.86%	3,845	5.06%
Welland	10,025	14.26%	10,858	14.30%
West Lincoln	1,125	1.60%	1,220	1.61%
Total	70,306	100%	75,938	100%

Tables 2 - Fixed Wastewater Requisition by Municipality

Municipality	Fixed Requisition			
	2019 (\$000)	2020 (\$000)	Difference	
			\$000s	%
Fort Erie	7,596	8,044	448	5.90%
Grimsby	3,324	3,740	416	12.52%
Lincoln	2,837	2,949	112	3.94%
Niagara Falls	14,728	15,114	386	2.62%
Niagara-on-the-Lake	2,961	3,185	224	7.58%
Pelham	1,354	1,379	25	1.85%
Port Colborne	4,077	4,544	467	11.46%
St. Catharines	20,741	21,916	1,175	5.67%
Thorold	3,536	3,900	364	10.29%
Welland	10,363	11,012	649	6.27%
West Lincoln	1,163	1,238	75	6.41%
Total	72,680	77,021	4,341	5.97%

Appendix 4 - 2018 By-law Wastewater Reconciliation

Wastewater Flows (Mega Litres)		
Municipality	Prior 3-Yr Avg	2018 By-Law Period Actual Flows ¹
Fort Erie	7,159	7,737
Grimsby	3,143	3,571
Lincoln	2,575	2,885
Niagara Falls	14,018	14,770
Niagara-on-the-Lake	2,655	3,076
Pelham	1,299	1,349
Port Colborne	3,934	4,547
St. Catharines	19,583	22,246
Thorold	3,183	3,870
Welland	9,951	10,835
West Lincoln	1,072	1,254
Total	68,571	76,140

Wastewater Fixed Allocation Percentages			
Municipality	Prior 3-Yr Avg	2018 By-Law Period Actual Flows ¹	Difference
Fort Erie	10.4%	10.2%	-0.3%
Grimsby	4.6%	4.7%	0.1%
Lincoln	3.8%	3.8%	0.0%
Niagara Falls	20.4%	19.4%	-1.0%
Niagara-on-the-Lake	3.9%	4.0%	0.2%
Pelham	1.9%	1.8%	-0.1%
Port Colborne	5.7%	6.0%	0.2%
St. Catharines	28.6%	29.2%	0.7%
Thorold	4.6%	5.1%	0.4%
Welland	14.5%	14.2%	-0.3%
West Lincoln	1.6%	1.6%	0.1%
Total	100.0%	100.0%	0.0%

Wastewater Fixed Allocation charge (\$000)			
Municipality	2018 By-Law Charges ^{1,2}	Charges Based on Actual Flows ¹	Underpayment/ (Overpayment) ³
Fort Erie	\$ 7,114	\$ 6,925	\$ (190)
Grimsby	3,123	3,196	73
Lincoln	2,559	2,582	23
Niagara Falls	13,930	13,219	(711)
Niagara-on-the-Lake	2,639	2,753	115
Pelham	1,291	1,207	(84)
Port Colborne	3,910	4,070	160
St. Catharines	19,462	19,910	448
Thorold	3,163	3,464	301
Welland	9,890	9,697	(192)
West Lincoln	1,066	1,122	57
Total	\$ 68,146	\$ 68,146	\$ 0

Sum of Overpayment:	(1,177)
Percentage of Requisition	1.73%

Notes:

1. 2018 By-Law period consists of the 12 month period from January 2018 to December 2018
2. Charges paid excluded payments made/rebates received for 2017 reconciliation.
3. Underpayments/(Overpayments) based on comparing 2 difference allocation methodologies (3-yr average vs. actual flows during By-law period).

Appendix 5 - Fixed Wastewater Requisition Including Reconciliation by Municipality Comparison

Municipality	Requisition		Reconciliation Payment / (Refund)		Total Charge (Requisition + Reconciliation)			
	2019 By-Law	2020 By-Law	2019 (2017 Rec.)	2020 (2018 Rec.)	2019 By-Law	2020 By-Law	Difference	
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
Fort Erie	7,596	8,044	328	(190)	7,924	7,854	(70)	-0.88%
Grimsby	3,324	3,740	165	73	3,489	3,813	324	9.29%
Lincoln	2,837	2,949	231	23	3,068	2,972	(96)	-3.13%
Niagara Falls	14,728	15,114	805	(711)	15,532	14,402	(1,130)	-7.28%
Niagara-on-the-Lake	2,961	3,185	338	115	3,299	3,300	1	0.04%
Pelham	1,354	1,379	(65)	(84)	1,289	1,295	7	0.54%
Port Colborne	4,077	4,544	(181)	160	3,896	4,704	808	20.75%
St. Catharines	20,741	21,916	(1,427)	448	19,314	22,364	3,050	15.79%
Thorold	3,536	3,900	179	301	3,715	4,200	486	13.08%
Welland	10,363	11,012	(404)	(192)	9,960	10,820	860	8.64%
West Lincoln	1,163	1,238	32	57	1,195	1,294	99	8.32%
Total	72,680	77,021	-	-	72,680	77,021	4,341	5.97%

D_67000B

	2018 Actual	2019		2020						
	Total	Q2 Forecast Total	Budget Total	Base Services	Base Variance	Base Variance %	Budget Total Program Changes	Total	Total Variance	Total Variance %
A_40000AB Compensation	22,214,973	23,254,127	23,739,732	24,852,445	1,112,713	4.7%	-	24,852,445	1,112,713	4.7%
A_41000AB Administrative	1,966,527	2,312,550	2,017,200	3,432,915	1,415,715	70.2%	-	3,432,915	1,415,715	70.2%
A_44000AB Operational & Supply	12,679,974	12,903,298	12,709,326	13,166,433	457,108	3.6%	-	13,166,433	457,108	3.6%
A_50000AB Occupancy & Infrastructure	16,059,319	18,134,584	17,950,464	17,699,503	(250,961)	(1.4%)	-	17,699,503	(250,961)	(1.4%)
A_52000AB Equipment, Vehicles,Technology	6,164,859	6,661,316	6,142,880	6,588,120	445,240	7.2%	-	6,588,120	445,240	7.3%
A_54000AB Community Assistance	153	965	-	-	-	-	-	-	-	-
A_56000AB Partnership, Rebate, Exemption	2,450,015	18,198,031	4,015,000	4,010,000	(5,000)	(0.1%)	-	4,010,000	(5,000)	(0.1%)
A_58000AB Financial Expenditures	9,053	31,302	-	-	-	-	-	-	-	-
A_75100AC Transfers To Funds	40,018,792	37,037,556	37,037,556	37,065,780	28,224	0.1%	3,682,938	40,748,718	3,711,162	10.0%
A_60000AC Allocation Between Departments	1,753,677	1,743,136	1,823,753	1,777,083	(46,669)	(2.6%)	-	1,777,083	(46,669)	(2.6%)
A_60260AC Allocation Within Departments	-	0	0	-	0	-	-	-	0	-
Gross Expenditure Subtotal	103,317,341	120,276,865	105,435,911	108,592,279	3,156,368	3.0%	3,682,938	112,275,217	6,839,306	6.5%
A_30000AB Taxation	(112,013,218)	(116,315,656)	(116,918,658)	(119,146,062)	(2,227,403)	1.9%	(3,795,589)	(122,941,651)	(6,022,993)	5.2%
A_32400AB By-Law Charges & Sales	(1,260,444)	(1,488,933)	(1,358,200)	(1,421,278)	(63,078)	4.6%	-	(1,421,278)	(63,078)	4.6%
A_34950AB Other Revenue	(1,275,273)	(7,293,962)	(2,481,106)	(3,161,957)	(680,851)	27.4%	-	(3,161,957)	(680,851)	27.4%
A_75000AC Transfers From Funds	(3,863,227)	(9,658,836)	-	(500,000)	(500,000)	-	-	(500,000)	(500,000)	-
Gross Revenue Subtotal	(118,412,163)	(134,757,387)	(120,757,964)	(124,229,297)	(3,471,333)	2.9%	(3,795,589)	(128,024,886)	(7,266,922)	6.0%
Net Expenditure (revenue) before indirect allocations	(15,094,821)	(14,480,522)	(15,322,053)	(15,637,017)	(314,964)	2.1%	(112,651)	(15,749,669)	(427,616)	2.8%
A_70000AC Indirect Allocation	3,602,252	4,254,855	4,366,304	4,709,867	343,564	7.9%	112,651	4,822,519	456,215	10.5%
A_70200AC Capital Financing Allocation	9,413,115	10,963,017	10,955,749	10,927,150	(28,600)	(0.3%)	-	10,927,150	(28,600)	(0.3%)
Allocation Subtotal	13,015,368	15,217,872	15,322,053	15,637,017	314,964	2.1%	112,651	15,749,669	427,616	2.8%
Net Expenditure (revenue) after indirect allocations	(2,079,454)	737,350	0	-	0	-	-	-	0	-
FTE - Reg			261.6	262.6	1.0		-	262.6	1.0	
FTE - Temp			4.5	7.0	2.5		-	7.0	2.5	

D_67000C

	2018 Actual	2019		2020						
	Total	Q2 Forecast Total	Budget Total	Base Services	Base Variance	Base Variance %	Budget Total Program Changes	Total	Total Variance	Total Variance %
A_40000AB Compensation	7,120,433	7,570,603	7,810,164	7,954,489	144,325	1.8%	-	7,954,489	144,325	1.9%
A_41000AB Administrative	690,749	862,265	770,733	594,726	(176,007)	(22.8%)	-	594,726	(176,007)	(22.8%)
A_44000AB Operational & Supply	1,887,750	1,931,846	1,719,988	1,759,425	39,437	2.3%	-	1,759,425	39,437	2.3%
A_50000AB Occupancy & Infrastructure	5,064,546	5,283,782	6,125,436	5,639,309	(486,127)	(7.9%)	-	5,639,309	(486,127)	(7.9%)
A_52000AB Equipment, Vehicles, Technology	933,836	1,059,384	1,014,655	1,175,515	160,860	15.9%	-	1,175,515	160,860	15.9%
A_56000AB Partnership, Rebate, Exemption	10,000	(13,750)	15,000	10,000	(5,000)	(33.3%)	-	10,000	(5,000)	(33.3%)
A_58000AB Financial Expenditures	168	326	-	-	-	-	-	-	-	-
A_75100AC Transfers To Funds	18,414,458	18,425,078	18,425,078	18,435,757	10,679	0.1%	1,350,459	19,786,216	1,361,138	7.4%
A_60000AC Allocation Between Departments	594,720	595,713	605,396	629,912	24,516	4.0%	-	629,912	24,516	4.1%
A_60260AC Allocation Within Departments	3,986,249	3,836,537	3,842,500	4,164,914	322,414	8.4%	-	4,164,914	322,414	8.4%
Gross Expenditure Subtotal	38,702,909	39,551,784	40,328,950	40,364,047	35,097	0.1%	1,350,459	41,714,506	1,385,556	3.4%
A_30000AB Taxation	(43,867,547)	(43,635,898)	(44,238,899)	(44,518,840)	(279,940)	0.6%	(1,402,117)	(45,920,957)	(1,682,057)	3.8%
A_32400AB By-Law Charges & Sales	(11,943)	(10,649)	(5,000)	(12,000)	(7,000)	140.0%	-	(12,000)	(7,000)	140.0%
A_34950AB Other Revenue	(512,580)	(513,441)	(408,615)	(367,663)	40,952	(10.0%)	-	(367,663)	40,952	(10.0%)
A_75000AC Transfers From Funds	(29,108)	-	-	-	-	-	-	-	-	-
Gross Revenue Subtotal	(44,421,178)	(44,159,988)	(44,652,514)	(44,898,503)	(245,988)	0.6%	(1,402,117)	(46,300,620)	(1,648,105)	3.7%
Net Expenditure (revenue) before indirect allocations	(5,718,269)	(4,608,204)	(4,323,564)	(4,534,456)	(210,891)	4.9%	(51,658)	(4,586,114)	(262,550)	6.1%
A_70000AC Indirect Allocation	1,220,919	1,523,527	1,674,950	1,890,908	215,957	12.9%	51,658	1,942,566	267,616	16.0%
A_70200AC Capital Financing Allocation	2,047,974	2,637,521	2,648,614	2,643,548	(5,066)	(0.2%)	-	2,643,548	(5,066)	(0.2%)
Allocation Subtotal	3,268,893	4,161,048	4,323,564	4,534,456	210,892	4.9%	51,658	4,586,114	262,550	6.1%
Net Expenditure (revenue) after indirect allocations	(2,449,376)	(447,156)	0	-	0	-	-	-	0	-

FTE - Reg	82.0	81.0	(1.0)	-	81.0	(1.0)
FTE - Temp	2.0	2.0	-	-	2.0	-

D_68000C

	2018 Actual	2019		2020						
	Total	Q2 Forecast Total	Budget Total	Base Services	Base Variance	Base Variance %	Budget Total Program Changes	Total	Total Variance	Total Variance %
A_40000AB Compensation	9,637,596	10,112,827	10,324,944	10,773,458	448,514	4.3%	-	10,773,458	448,514	4.3%
A_41000AB Administrative	824,074	936,355	934,994	742,955	(192,039)	(20.5%)	-	742,955	(192,039)	(20.5%)
A_44000AB Operational & Supply	10,512,270	10,617,090	10,386,744	10,854,079	467,335	4.5%	-	10,854,079	467,335	4.5%
A_50000AB Occupancy & Infrastructure	10,307,189	12,201,423	11,470,028	11,340,226	(129,802)	(1.1%)	-	11,340,226	(129,802)	(1.1%)
A_52000AB Equipment, Vehicles,Technology	3,019,774	3,569,019	3,088,313	3,301,033	212,720	6.9%	-	3,301,033	212,720	6.9%
A_54000AB Community Assistance	153	965	-	-	-	-	-	-	-	-
A_56000AB Partnership, Rebate, Exemption	2,440,015	18,211,781	4,000,000	4,000,000	-	-	-	4,000,000	-	-
A_58000AB Financial Expenditures	827	331	-	-	-	-	-	-	-	-
A_75100AC Transfers To Funds	21,604,334	18,612,478	18,612,478	18,630,023	17,545	0.1%	2,332,479	20,962,502	2,350,024	12.6%
A_60000AC Allocation Between Departments	854,035	865,676	893,415	862,801	(30,613)	(3.4%)	-	862,801	(30,613)	(3.4%)
A_60260AC Allocation Within Departments	5,864,550	5,608,971	5,396,046	6,503,657	1,107,611	20.5%	-	6,503,657	1,107,611	20.5%
Gross Expenditure Subtotal	65,064,815	80,736,917	65,106,961	67,008,233	1,901,272	2.9%	2,332,479	69,340,712	4,233,751	6.5%
A_30000AB Taxation	(68,145,671)	(72,679,758)	(72,679,759)	(74,627,222)	(1,947,463)	2.7%	(2,393,472)	(77,020,694)	(4,340,936)	6.0%
A_32400AB By-Law Charges & Sales	(1,244,048)	(1,475,126)	(1,353,200)	(1,409,278)	(56,078)	4.1%	-	(1,409,278)	(56,078)	4.1%
A_34950AB Other Revenue	(761,455)	(6,780,521)	(2,072,491)	(2,074,294)	(1,803)	0.1%	-	(2,074,294)	(1,803)	0.1%
A_75000AC Transfers From Funds	(3,834,119)	(9,658,836)	-	-	-	-	-	-	-	-
Gross Revenue Subtotal	(73,985,294)	(90,594,241)	(76,105,450)	(78,110,794)	(2,005,344)	2.6%	(2,393,472)	(80,504,266)	(4,398,817)	5.8%
Net Expenditure (revenue) before indirect allocations	(8,920,478)	(9,857,325)	(10,998,489)	(11,102,561)	(104,073)	0.9%	(60,993)	(11,163,555)	(165,066)	1.5%
A_70000AC Indirect Allocation	1,971,987	2,301,818	2,691,354	2,818,960	127,606	4.7%	60,993	2,879,953	188,599	7.0%
A_70200AC Capital Financing Allocation	7,318,414	8,288,210	8,307,135	8,283,602	(23,534)	(0.3%)	-	8,283,602	(23,534)	(0.3%)
Allocation Subtotal	9,290,401	10,590,029	10,998,489	11,102,561	104,073	0.9%	60,993	11,163,555	165,066	1.5%
Net Expenditure (revenue) after indirect allocations	369,923	732,704	-	-	-	-	-	-	-	-
FTE - Reg			115.6	116.6	1.0		-	116.6	1.0	
FTE - Temp			0.5	-	(0.5)		-	-	(0.5)	

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. 2019-94

A BY-LAW TO ADOPT THE 2020 WATER BUDGET AND
TO SET THE REQUISITION TO BE CHARGED FOR
WATER SUPPLIED TO LOWER-TIER MUNICIPALITIES
FOR THE PERIOD JANUARY 1, 2020 TO DECEMBER 31,
2020

WHEREAS Section 11 of the *Municipal Act, 2001*, S.O. 2001, c.25, provides that a municipality may pass by-laws respecting services and things that the municipality is authorized to provide;

WHEREAS section 390 of the *Municipal Act, 2001*, S.O. 2001, c.25, provides that the definition of a person includes a municipality;

WHEREAS section 391 of the *Municipal Act, 2001*, S.O. 2001, c.25, provides that a municipality is authorized to impose fees or charges on person for costs payable by it for services or activities provided or done by or on behalf of any other municipality; and

WHEREAS water supplied to the lower-tier municipalities is a service provided by the Regional Municipality of Niagara on behalf of the lower-tier municipalities within the Niagara Region.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the 2020 Water Gross Operating Budget of \$46,300,620 and Net Operating Budget of \$45,920,957 be and hereby is adopted.
2. That 75% of the Net Operating Budget, \$34,440,718 be recovered from the lower-tier municipalities based on actual metered water flows multiplied by the Region's annually set uniform water rate.
3. That the rate payable by the lower-tier municipalities for treated water supplied by the Regional Waterworks system shall be established at \$0.602 for every cubic meter supplied to each lower-tier municipality for the period of January 1, 2020 to December 31, 2020.
4. That 25% of the Net Operating Budget, \$11,480,239 be apportioned to the lower-tier municipalities based on their proportionate share of the Region's total three year average historical flows.

5. That the lower-tier municipalities be requisitioned during the period January 1, 2020 to December 31, 2020 as follows:

Fixed Water Requisition for 2020 Net Budget			
Municipality	3-Year Avg. (%)	Allocation (\$)	Monthly (\$)
Fort Erie	7.84%	\$899,645	\$74,970
Grimsby	5.30%	\$608,082	\$50,674
Lincoln	3.94%	\$452,771	\$37,731
Niagara Falls	26.23%	\$3,011,163	\$250,930
Niagara-on-the-Lake	5.43%	\$623,711	\$51,976
Pelham	2.06%	\$236,558	\$19,713
Port Colborne	5.31%	\$610,016	\$50,835
St. Catharines	26.51%	\$3,042,931	\$253,578
Thorold	3.72%	\$427,215	\$35,601
Welland	12.13%	\$1,392,536	\$116,045
West Lincoln	1.53%	\$175,609	\$14,634
Total	100.00%	\$11,480,239	\$956,687

6. That the Treasurer of the Regional Corporation shall submit similar invoices on or before the 15th day of each month commencing February 15, 2020 for the monthly requisition. Such monthly invoices shall continue thereafter until the December monthly requisition has been invoiced. Each lower-tier municipality shall remit the amount of each such invoices to the Treasurer of the Regional Corporation on or before the last business date of the month in which such invoice is submitted.
7. That in the event of default of payment of any monies payable under this by-law by a lower-tier municipality, interest at the rate of 15 per cent per annum shall be added to the amount in arrears from the date of default until the date of payment thereof.
8. That this by-law shall come into force and effect on January 1, 2020.

THE REGIONAL MUNICIPALITY OF NIAGARA

James Bradley, Regional Chair

Ann-Marie Norio, Regional Clerk

Passed: December 12, 2019

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. 2019-95

A BY-LAW TO ADOPT THE 2020 WASTEWATER BUDGET
AND SET THE REQUISITIONS TO BE CHARGED FOR
WASTEWATER RECEIVED FROM THE LOWER-TIER
MUNICIPALITIES FOR THE PERIOD JANUARY 1, 2020 TO
DECEMBER 31, 2020

WHEREAS section 11 of the *Municipal Act, 2001*, S.O. 2001, c.25, provides that a municipality may pass by-laws respecting services and things that the municipality is authorized to provide;

WHEREAS section 390 of the *Municipal Act, 2001*, S.O. 2001, c.25, provides that the definition of a person includes a municipality;

WHEREAS section 391 of the *Municipal Act, 2001*, S.O. 2001, c.25, provides that a municipality is authorized to impose fees or charges on person for costs payable by it for services or activities provided or done by or on behalf of any other municipality,

WHEREAS wastewater received from the lower-tier municipalities is a service provided by the Regional Municipality of Niagara on behalf of the lower-tier municipalities within the Niagara Region; and

WHEREAS the Council of the Regional Municipality of Niagara passed By-Law No. 119-2011 which indicated that, consistent with the wastewater reconciliation methodology described in PWA 87-2011, a reconciliation adjustment will commence with the 2013 Budget.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the 2020 Wastewater Gross Operating Budget of \$80,504,266 and Net Operating Budget of \$77,020,694 be and hereby is adopted.
2. That the 2020 budgeted net wastewater operating budget be apportioned to the lower-tier municipalities based on their proportionate share of the Region's total three year average historical wastewater flows.
3. That the 2020 wastewater bills also include reconciliation of the 2018 net requisition allocated based on actual wastewater flows versus the estimated flows.

4. That the lower-tier municipalities be requisitioned during the period January 1, 2020 to December 31, 2020 as follows:

Wastewater Requisition (2020 Net budget & 2018 Reconciliation)				
Municipality	2020 Net Budget Allocation (\$)	2018 Reconciliation (\$)	Total (\$)	Monthly (\$)
Fort Erie	8,043,911	(189,542)	7,854,369	654,531
Grimsby	3,740,290	72,923	3,813,213	317,768
Lincoln	2,948,685	23,238	2,971,924	247,660
Niagara Falls	15,113,526	(711,135)	14,402,391	1,200,199
Niagara-on-the-Lake	3,185,401	114,819	3,300,220	275,018
Pelham	1,379,048	(83,549)	1,295,498	107,958
Port Colborne	4,544,117	159,962	4,704,079	392,007
St. Catharines	21,916,001	448,367	22,364,368	1,863,697
Thorold	3,899,808	300,668	4,200,476	350,040
Welland	11,012,336	(192,335)	10,820,001	901,667
West Lincoln	1,237,572	56,585	1,294,157	107,846
Total	77,020,694	-	77,020,694	6,418,391

5. That the Treasurer of the Regional Corporation shall submit similar invoices on or before the 15th day of each month commencing February 15, 2020 for the monthly requisition. Such monthly invoices shall continue thereafter until December monthly requisition has been invoiced. Each lower-tier municipality shall remit the amount on each such invoice to the Treasurer of the Regional Corporation on or before the last business day of the month in which such invoice is submitted.
6. That in the event of default of payment of any monies payable under this by-law by the lower-tier municipality, interest at the rate of 15 per cent per annum shall be added to the amount in arrears from the date of default until the date of payment thereof.
7. That this by-law shall come into force and effect on January 1, 2020

THE REGIONAL MUNICIPALITY OF NIAGARA

James Bradley, Regional Chair

Ann-Marie Norio, Regional Clerk

Passed: December 12, 2019



Administration

Office of the Regional Clerk

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

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

www.niagararegion.ca

January 10, 2020

CL 23-2019, December 12, 2019

BRCOTW 9-2019, November 28, 2019

CSD 70-2019 REVISED, November 28, 2019

LOCAL AREA MUNICIPALITIES

SENT ELECTRONICALLY

2020 Budget – Waste Management Services Operating Budget and Requisition
CSD 70-2019 REVISED

Regional Council, at its meeting held on December 12, 2019, approved the following recommendations of the Budget Review Committee of the Whole:

That Report CSD 70-2019 **REVISED**, dated November 28, 2019, respecting 2020 Budget – Waste Management Services Operating Budget and Requisition, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the net 2020 Waste Management Services operating base budget increase of \$75,657 or 0.2% plus \$1,814,083 or 5.13% for the new curbside collection contract net of stabilization reserve funding **BE APPROVED**;
2. That an additional net increase of \$1,603,551 or 4.5% for the negative revenue pressures related to end market recyclables **BE APPROVED**;
3. That the total 2020 gross Waste Management Services operating budget of \$57,225,193 and net budget amount of \$38,821,604 as per Appendix 1 of Report CSD 70-2019 REVISED as amended, **BE APPROVED** with optional services;
4. That the net budget amount of \$38,821,604 **BE APPORTIONED** between the local municipalities in accordance with the methodology approved in PWA 55-2011 as per Appendix 2 of Report CSD 70-2019 REVISED as amended;

5. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration; and
6. That a copy of Report CSD 70-2019 **BE CIRCULATED** to the Local Area Municipalities (LAMs) for information.

A copy of Report CSD 70-2019 REVISED and By-law No. 2019-96 are enclosed for your reference.

Yours truly,



Ann-Marie Norio

Regional Clerk

:cjp

CLK-C 2019-268

cc: H. Chamberlain, Director, Financial Management & Planning, Deputy Treasurer
T. Harrison, Commissioner, Corporate Services, Treasurer
M. Abraham, Executive Assistant, Corporate Services

Subject: 2020 Budget-Waste Management Services Operating Budget and Requisition

Report to: Budget Review Committee of the Whole

Report date: Thursday, November 28, 2019

Recommendations

1. That the net 2020 Waste Management Services operating base budget increase of \$75,657 or 0.2% plus \$1,782,969 or 5.1% for the new curbside collection contract net of stabilization reserve funding **BE APPROVED**;
2. That an additional net increase of \$1,603,551 or 4.5% for the negative revenue pressures related to end market recyclables **BE APPROVED**;
3. That the total 2020 gross Waste Management Services operating budget of ~~\$57,279,626~~ **\$57,194,079** and net budget amount of \$38,790,490 as per Appendix 1, **BE APPROVED**;
4. That the net budget amount of \$38,790,490 **BE APPORTIONED** between the local municipalities in accordance with the methodology approved in PWA 55-2011 as per Appendix 2;
5. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration; and
6. That a copy of this Report **BE CIRCULATED** to the Local Area Municipalities (LAM) for information.

Key Facts

- The proposed net 2020 Waste Management Services (WMS) operating base budget before the new collection contract and negative revenue pressure is below Council's budget planning direction for 2020 of 2%.
- The net budget including the impacts of the start of the new collection contract and negative revenue pressures is proposed at an increase of \$3,462,177 or 9.8% over the approved 2019 net budget.
- Staff are recommending a 9.8% increase each year for the next three years, which includes significant use of the Waste Management Stabilization reserve funding over this same time period to mitigate the pressure associated with the new collection contract award; however, future years are subject to the availability of future year reserves and approval of Council.

-
- The draft budget does not include any of the Optional Collection Services as presented in PW 65-2019, with the exception of the delivery of roll-offs for special events recycling, or Diversion Container Distribution Options, as they are not recommended by staff.
 - The five-year average year-over-year net budget requisition change (2016 to 2020) represents an average annual change of 1.83%.
 - Assessment growth in aggregate for the Niagara Region is projected to be 1.42% for 2019, resulting in the net requisition changes by local area municipality as summarized in **Appendix 2** ranging from an estimated increase of ~~5.69% to 14.52%~~ **5.92% to 12.85%** (total net requisition after growth estimate equals 8.38%).
 - The net requisition amount has been allocated in accordance with the methodology approved in PWA 55-2011. The impacts by local area municipality is affected by the budget increase as well as growth in households and the enhanced services (as requested and selected by each LAM), and results in an increase/decrease for each municipality, as per **Appendix 3**.
 - **The municipal requisitions have been adjusted to reflect some further amendments to negotiated prices for enhanced municipal services with the offset being a benefit to the amount used from the reserve to mitigate the overall budget increase.**

Financial Considerations

Year over Year Budget Change

The gross budget proposed for 2020 totals ~~\$57.3 million~~ **\$57.2 million** with a net budget of \$38.8 million, which is \$3.5 million or a 9.8% increase over 2019 as outlined in Table 1.

As shown below, net base expenditures have increased by 0.2% over 2019 excluding the impacts of the new collection contract and negative end-market revenue pressures.

There are two main drivers of the additional annual increase, which includes decreased net end market recycling revenue of approximately 4.5% or \$1.6 million over the 2019 budget, and increased net collection contract costs of 5.1% or \$1.8 million associated with the new collection contract anticipated to start in October 2020, after stabilization reserve funding to partially mitigate the increases.

The proposed 2020 program increases the permanent staff resources from 32.0 FTEs to 34.0 FTEs through a business case that has been prepared to recommend that two temporary FTEs (Collection & Diversion Advisors) be made permanent starting 2020 to continue providing on-road collection contract support. The net impact of this change is \$0. The 2020 budget also proposes an increase in temporary staffing (1 FTE) and student interns (1.8 FTEs) for a one-year period to support service level changes anticipated under the new collection contract (discussed in detail under the Analysis

section). The temporary staffing is to be funded from the stabilization reserve as a one-time expenditure.

Table 1—2020 Waste Management Gross & Net Budget ('000)

-	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Total Operating Expenditures	48,431	50,707	59,047	60,264
Business Support	1,544	1,624	1,651	1,664
Capital Transfer to Reserve & Debt Charges	4,952	4,948	4,136	4,136
Gross Budget	54,927	57,280	64,834	66,063
Less: Revenues	-19,019	-16,800	-17,326	-17,401
Net Budget Requisition – Before Reserve Funding	35,908	40,480	47,508	48,662
Percentage Change	-	12.73%	17.36%	2.43%
Less: Reserve Transfers:	-	-	-	-
2019 Reserve Transfer	-580	-	-	-
Service Level Campaign	-	-485	-	-
Collection Contract One-time Payment	-	-259	-	-
Revenue Fluctuation Mitigation	-	-450	-	-
New Collection Contract Mitigation (2020)	-	-495	-4,916	-1,896
Net Budget Requisition – After Reserve Funding	35,328	38,790	42,592	46,766
Percentage Change	-	9.80%	9.80%	9.80%

Table 1 – 2020 Waste Management Gross & Net Budget ('000) - REVISED

	2019	2020	2021	2022
Total Operating Expenditures	48,431	50,622	58,646	59,854
Business Support	1,544	1,624	1,651	1,664
Capital Transfer to Reserve & Debt Charges	4,952	4,948	4,136	4,136
Gross Budget	54,927	57,194	64,432	65,653
Less: Revenues	-19,019	-16,800	-17,326	-17,401
Net Budget Requisition – Before Reserve Funding	35,908	40,394	47,106	48,252
Percentage Change		12.49%	16.62%	2.43%
Less: Reserve Transfers:				
2019 Reserve Transfer	-580	0	0	0
Service Level Campaign	0	-485		
Collection Contract One-time Payment	0	-259		
Revenue Fluctuation Mitigation	0	-450		
New Collection Contract Mitigation (2020)	0	-410	-4,514	-1,486
Net Budget Requisition – After Reserve Funding	35,328	38,790	42,592	46,766
Percentage Change		9.80%	9.80%	9.80%

A schedule providing the revenues and expenditures by object of expenditure for 2019 and 2020 is included as **Appendix 1**. This appendix includes the 2019 budget and the 2020 budget including program changes and the percentage change for comparison.

Analysis

Overview

The 2020 WMS budget represents an increase of 9.8% over the approved 2019 net operating budget. As discussed below, the main drivers of the annual increase are a result of decreased end market recycling revenue of approximately 4.5% and increased collection contract costs of 5.1% over the 2019 budget after reserve funding.

Trends over the last few years, as summarized in Table 2, show that historically the WMS net operating budget increase/decrease has been at or below previously established Council approved budget guidance. The five-year average year-over-year requisition change (including 2020) represents an average annual change of 1.83%.

Table 2 – Historical WMS Net Budget Increases / (Decreases) Summary (\$000)

<u>Year</u>	<u>Net Budget Requisition (\$)</u>	<u>\$ Change</u>	<u>% Change</u>
2016	35,301	(278)	-0.78%
2017	34,891	(410)	-1.16%
2018	34,602	(289)	-0.83%
2019	35,328	726	2.10%
2020 (Proposed)	38,790	3,462	9.80%
Average (5-yr)			1.83%

Approximately 39% of the gross budget is related to the waste collection and disposal program areas, followed by 18% for organics collection and processing, 34% for recycling collection and processing, with the remaining 9% of the budget for a range of other diversion programs, planning, and administration. As much of the program is delivered through partnerships with private service providers, 76% of the operating-related costs (before capital financing and cost allocation) are in the form of outsourced costs (alternative service delivery) and are subject to contract escalations and conditions.

Pressures

Expenditure pressures to the 2020 budget include:

- New Collection Contract (~~Gross = \$2.3 million, Net = \$1.8 million~~) (**Gross = \$2.2 million, Net = \$1.8 million**) – Staff are projecting an increase in the new collection contract annual amount above current collection costs as per the pricing submitted by the successful proponents in 2019-RFP-156 Request for Proposal for Niagara Region Curbside Collection, Haulage of Garbage, Recycling, and Organics. With the new collection contract anticipated to start October 2020, staff have included an estimate of anticipated collection costs under the new contract for the last 3 months of the year only. The full impact of a new contract will not be included until 2021. Staff have proposed a three-year mitigation plan to assist in phasing in the increased costs of the new collection contract. Under the proposed approach, staff are recommending reserve funding from the WM stabilization reserve over 2020, 2021 and 2022. The intent of the reserve funding is to limit the annual increase in the WM operating budget to 9.8% over the next three years. Please see impact on reserves in Table 3.
- One-time Lump Sum Collection Contract Payment (Gross = \$0.26 million, Net = \$0 million) – As per the Budget Planning By-law, staff are recommending that the one-time lump sum payment under the current collection contract (as identified in PW 35-2016) be funded from the waste management stabilization reserve for 2020.

-
- Contractual increases including CPI, fuel and household count increases (\$0.57 million) – the current curbside collection contract includes annual provisions for CPI increases for various operating expenditures as well as increases for updated household counts and fuel costs.
 - Service level marketing campaign (Gross = \$0.49 million, Net \$0 million) - As part of the 2020 operating budget, staff are recommending additional resources to assist with the transition between collection contractors, as well as for the transition to every-other-week garbage collection service and other changes that may occur with the new contract. As mentioned above, the annual impact amounts to \$0.49 million for 2020 which includes the addition of 1 FTE (temporary 1-year), 2 student interns for 2020 as well as program and education expenditures. As a result of the one-time nature of these expenditure, staff are recommending a one-time draw from the waste management stabilization reserve in the amount of \$0.49 million to offset these expenditures.
 - Other operational contracts including disposal operations, landfill operation and attendants, drop-off depot and leachate collection & processing (\$0.43 million).
 - Repairs and maintenance (\$0.16 million).
 - Operational supplies (\$0.16 million).
 - Mitigation efforts to reduce the impact of these pressures have included postponing the potential expansion of the Region's partnership with Links for Greener Learning, and elimination of subsidies and funding provided for public space recycling materials and recycling and organics carts.

Revenue pressures to the 2020 budget include:

- End Market Recycling Revenue (Gross = \$2.05 million, Net = \$1.60 million) - A significant pressure is on end market recycling revenues. The decreased revenue from end market recycling represents an increase in the 2020 WM operations budget due to forecasted decreases in end market recycling revenues for 2020 of \$2.05 million. Staff expect there to be an improvement in the end market revenue starting 2021. Reserve funding has been used to mitigate the temporary pressure seen in 2020.

Poor market conditions have existed throughout 2019 and are anticipated to continue into 2020. The revenue projections are based on 2019 rates received by the Region and are typically estimated using the previous year's actual rates and market trends. However, for the 2020 budget, revenues were developed based on the May and June 2019 rates as being representative of anticipated average rates and the market trend for 2020 because the rates have continued to further decrease since June. Rates per tonne of recycled goods are currently at an unprecedented low and are not anticipated to improve to the extent seen in previous years. Staff recognize a potential risk in the recycling revenue assumptions for 2020 as markets have continue to deteriorate further since the finalization of the budget and this trend may continue into 2020.

Niagara Region also has contracts to transport and process recyclable material from the Region of Waterloo and Haldimand County. With the current market conditions, Niagara's budgeted expenses for these purchases have decreased by approximately \$1.65 million in alignment with the decreased revenue rates. During 2019, Council approved initiation of Recycling Facility improvements (PW 48-2019). These improvements were to ensure the facility continues to operate efficiently and to improve the quality and marketability of the end market recyclable products. These improvements are anticipated to help mitigate additional decreases seen in end market revenues. Staff will continue to explore other options or process enhancements in 2020 with the goal of maximizing end market recycling revenues.

- Other revenues are forecasting to increase for 2020 when compared to 2019 of approximately \$0.79 million. This increase is primarily as a result of increases in landfill tipping fee revenues based on current tonnage trends (\$0.49 million) and garbage bag tag revenues (\$0.25 million). The increase in garbage bag tag revenue is a result of a combination of increased garbage tag user fee rates from \$2.00 per tag to \$2.50 per tag in April 2020, in order to fully recover the increasing costs of collection and disposal associated with additional garbage bags, as well as increased projected quantities based on 2019 actuals to date.
- Resource Productivity & Recovery Authority (RPRA) Blue Box program funding had decreased in 2019 as a result of higher than anticipated end market recycling revenue in 2017 (on which the 2019 funding RPRA amount is based). Accordingly, for 2019 Council approved a one-time draw from the WM stabilization reserve of \$0.23 million to offset the decreased RPRA funding. For the 2020 WM operating budget, staff are projecting that annual RPRA funding will normalize to historical levels meaning the draw on reserves that occurred in 2019 will not be required for 2020. Conversely, staff are projecting that the RPRA funding for 2020 will increase by \$0.7 million over 2019.

Reserve Management

As summarized in Table 3, the operating budget includes a \$4.14 million transfer to reserves consistent with CSD 70-2017 - Waste Management Reserve Strategy, which proposed a strategy to fund waste management capital needs, landfill liability for closure and post-closure care and operating budget risks. It proposed that the \$4.14 million base budget be reallocated into the three separate Waste Management reserves as follows:

- \$2.52 million to the Waste Capital Reserve – to fund open landfill site and MRF capital.
- \$1.39 million to the Landfill Liability Reserve – to fund the landfill liability related to existing closed landfill site capital, and Humberstone and NR12 post-closure operating and capital, estimated at \$61.4 million in 2018. This will provide for operating revenues currently generated from operation of the landfills to address

disposal costs in the future when the Region no longer has open landfills for this purpose and generating tipping fee revenue.

- \$0.23 million to the Waste Stabilization Reserve – to fund operating budget fluctuations, one-time items, contingencies, and risks such as those associated with pending regulations that may affect the recycling facility and operations.

Table 3 – WMS Forecasted Reserve Balances and Targets (\$M)

Reserve	Projected 2019 YE Balance	Projected 2020 YE Balance	Projected 2021 YE Balance	Projected 2022 YE Balance	Target Reserve Balance
Waste Capital Reserve	\$6.3	\$0.6	\$0.0	\$0.0	\$7.0
Landfill Liability Reserve	\$8.2	\$9.5	\$8.1	\$7.9	\$61.4
Waste Stabilization Reserve	\$5.9	\$4.7	\$0.9	\$0.2	\$5.5 to \$8.2
Total	\$20.4	\$14.8	\$9.0	\$8.1	\$74-77

Table 3 – WMS Forecasted Reserve Balances and Targets (\$M) - REVISED

Reserve	Projected 2019 YE Balance	Projected 2020 YE Balance	Projected 2021 YE Balance	Projected 2022 YE Balance	Target Reserve Balance
Waste Capital Reserve	\$6.3	\$0.6	\$0.0	\$0.0	\$7.0
Landfill Liability Reserve	\$8.2	\$9.5	\$8.1	\$7.9	\$61.4
Waste Stabilization Reserve	\$5.9	\$4.8	\$1.4	\$1.1	\$5.5 to \$8.2
Total	\$20.4	\$14.9	\$9.5	\$9.0	\$74-77

Report CSD 70-2017 - Waste Management Reserve Strategy when presented showed the WMS capital reserve in a positive position over the proceeding 10-year capital forecast period. Due to higher than anticipated capital program costs over the last 3 years, the reserve is projected to be at \$0 by the end of 2020. The main capital project that contributed to the utilization of the reserve was the Environmental Centre Expansion, which required reserve funding of \$7.9 million.

As noted in Table 3, the existing post-closure landfill liability is \$61.4 million. The projected balance of the Landfill Liability reserve for the end of 2019 is estimated at \$8.2 million, which is not adequate to address the future liability. As such, staff recommend that the contribution to the reserve continues as outlined above so that the Region is in a suitable position for the future.

As discussed under the Financial Considerations section of this report, staff are recommending funding from the WMS stabilization reserve totalling ~~\$1.69 million~~ **\$1.6 million** for 2020, which has been summarized below in Table 4. The reserve funding will assist in mitigating pressures from one-time expenditures and decreased recycling revenue. The reserve funding for the new collection contract mitigation is part of a three-year mitigation strategy, which will require reserve funding to be included in the 2020, 2021 and 2022 WMS operating budgets. As noted in Table 3, the proposed strategy to utilize the WM stabilization reserve to mitigate the impacts of the new collection contract will reduce the reserve to near zero by the end of 2022. This approach does generate operational risk, as there will be no stabilization funding available in the future to mitigate one-time pressures or in-year deficits, therefore contributions to the stabilization reserve will be evaluated each year. In the absence of reserve balances to fund year-end deficits, increases to future budgets will be required.

The following table summarizes the recommended use of stabilization reserve for the 2020 operating budget.

Table 4 – Recommended 2020 WMS Reserve Funding

Program/Item to be Funded	Amount (\$)
Service Level Campaign	\$485,000
Collection Contract One-time Payment	\$258,950
Revenue Fluctuation Mitigation	\$450,000
New Collection Contract Mitigation (2020)	\$495,250
Total	\$1,689,200

Table 4 – Recommended 2020 WMS Reserve Funding - REVISED

Program/Item to be Funded	Amount (\$)
Service Level Campaign	\$485,000
Collection Contract One-time Payment	\$258,950
Revenue Fluctuation Mitigation	\$450,000
New Collection Contract Mitigation (2020)	\$409,653
Total	\$1,603,603

2020 Waste Management Requisition

The net requisition amount will be allocated in accordance with the methodology approved in PWA 55-2011. As such, base WMS costs will be apportioned based on the 2018 percentage of residential units in each municipality, while the enhanced collection services and associated disposal costs will be apportioned to the requesting municipalities.

The year-over-year increase in requisition amount by local area municipality before assessment growth equates to an increase ranging from ~~8.36% to 16.23%~~ **8.59% to 14.56%** with an average increase of 9.80%, as outlined in **Appendix 2**.

The net requisition changes by local area municipality after growth of 1.42% ranges from ~~5.69% to 14.52%~~ **5.92% to 12.85%**. This range is the result of the differences in household growth between local area municipalities as well as net assessment growth. The WM levy is collected as a special levy with the Region establishing the tax rates for each municipality (with the exception of NOTL). Note that these are average impacts and the actual impact will vary on each individual property based on year-over-year assessment change relative to the average assessment change.

Appendix 3 provides the impacts of the WMS requisition for 2020 in comparison to 2019 on a cost per typical residential unit basis by area municipality.

Staff are also recommending a review of the allocation methodology utilized for the WMS requisition between area municipalities. The current methodology was reaffirmed by Council in 2011 and has not been reviewed since that time. As part of the review, staff will engage the local area municipalities and review relevant legislation. Any changes that may occur based on this review will not impact the 2020 requisition.

Risks & Opportunities

The proposed budget, like any budget, has a number of risks, as well as opportunities, which include:

- Recycling Commodity Price Risk –The market for commodities does have significant risk based on market fluctuations. As noted in WMPSC-C 29-2019, staff have noted decreased in commodity pricing for 2019. This negative trend in pricing is projected to continue in 2020 but there is a further risk that the commodity prices could decrease more than what has been projected.
- Risk associated with the uncertainty around the Waste Free Ontario Act and the transition to extended producer responsibility and the impacts on the recycling facility.
- Other Price Risks – the collection contract with the private sector contains a number of contract adjustments related to fuel prices and CPI. If these factors exceed the forecast, that could have a material impact on the budget.
- Counterparty risk related to the waste collection contract for services that represents 44% of WMS's 2020 operating costs.
- Multi-year collection contract mitigation – staff are recommending to utilize the waste management stabilization reserve to help phase-in the pressures generated from the new collection contract start October 2020. As a result, the stabilization reserve is projected to decrease to a balance of \$0.2 million by the end of 2022. This may limit staff's ability to mitigate in-year budget pressures as they arise (i.e. decreased end-market revenues) and could therefore result in increased pressure on future year budgets.
- The Niagara Region continues to explore opportunities for procurement of recyclable material processing for other municipalities.

Alternatives Reviewed

The 2020 budget includes base and enhanced collection services as approved by Council and does not include additional Optional Collection Services (with the exception of the delivery of roll-offs for special events recycling, as outlined in Confidential PW 65-2019) which are **NOT RECOMMENDED** due to the significant budget pressure related to base services. Should these be considered, they would require an additional budget increase to be added to the recommended 9.8% budget increase.

The 2020 budget does not include the Diversion Container Distribution Options 4 or 5, which would be to maintain the existing distribution program but with a 50% subsidy for a period of six (6) months (Option 4) or twelve (12) months (Option 5), as presented to Public Works Committee on November 5. The incremental cost of Option 4 is \$225,000 and would change the budget increase from 9.8% to 10.4%. The incremental cost of Option 5 is \$251,000 and would change the budget increase from 9.8% to 10.5%. Staff are recommending the status quo service, which is to sell the containers to residents on a full-cost recovery basis through 13 different distribution locations throughout the Region, due to the significant budget pressure related to base services. Staff are also not recommending the use of the stabilization reserve for the one time expenditure as the reserve is already significantly depleted to mitigate the base budget to 9.8%.

Relationship to Council Strategic Priorities

The 2020 WMS budget supports responsible growth and infrastructure planning and supports Council's objective of environmental sustainability and stewardship.

Other Pertinent Reports

PWA 55-2011 – Waste Management Services Financing Study

CSD 70-2017 – Waste Management Reserve Strategy

WMPSC-C 33 – 2018 Waste Management Tipping Fees

PW 61-2019 – Base Level Service for Waste Management Collection Contract

PW 65-2019 – Confidential – Pricing of Successful Proponents and Review of Optional Services for WM Collection Contract

Prepared by:

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

Recommended by:

Todd Harrison, CPA, CMA
Commissioner/Treasurer
Enterprise Resource Management
Services

Submitted by:

Ron Tripp, P.Eng.
Acting, Chief Administrative Officer

This report was prepared by Rob Fleming, Senior Tax & Revenue Analyst, in consultation with Sara Mota, Program Financial Specialist and Reviewed by Margaret Murphy, Associate Director, Budget Planning & Strategy, Catherine Habermehl, Director, Waste Management Services.

Appendices

Appendix 1	Waste Management – Schedule of Revenues and Expenditures
Appendix 2	Proposed 2020 Requisition by Municipalities
Appendix 3	2020 WM Requisition for Typical Residential Property by Municipality

D_65000B

	2018	2019		2020						
	Actual	Q2 Forecast	Budget	Base Services			Budget Total Program Changes			
	Total	Total	Total					Total	Total-Variance	Total-Variance-%
A_40000AB-Compensation	3,287,740	3,550,334	3,688,358	3,865,070	176,712	4.8%	58,036	3,923,106	234,748	6.4%
A_41000AB-Administrative	720,571	1,702,072	1,077,950	965,112	(112,838)	(10.5%)	331,000	1,296,112	218,162	20.2%
A_44000AB-Operational & Supply	37,771,528	38,995,464	40,848,472	42,491,114	1,642,643	4.0%	11,143	42,502,257	1,653,786	4.1%
A_50000AB-Occupancy & Infrastructure	1,455,001	1,425,989	1,438,380	1,453,183	14,804	1.0%	-	1,453,183	14,804	1.0%
A_52000AB-Equipment, Vehicles, Technology	1,213,343	1,195,529	1,053,036	1,214,097	161,061	15.3%	-	1,214,097	161,061	15.3%
A_56000AB-Partnership, Rebate, Exemption	166,821	182,167	195,700	188,906	(6,793)	(3.5%)	-	188,906	(6,793)	(3.5%)
A_58000AB-Financial Expenditures	(28,415)	(946)	-	-	-	-	-	-	-	-
A_75100AC-Transfers To Funds	5,066,955	4,135,500	4,135,500	4,135,500	-	-	-	4,135,500	-	-
A_60000AC-Allocation Between Departments	145,879	127,778	128,626	129,808	1,183	0.9%	-	129,808	1,183	0.9%
Gross Expenditure Subtotal	49,799,423	51,313,887	52,566,021	54,442,792	1,876,770	3.6%	400,179	54,842,971	2,276,949	4.3%
A_30000AB-Taxation	(34,602,337)	(35,328,318)	(35,328,312)	(38,758,812)	(3,430,500)	9.7%	(31,677)	(38,790,490)	(3,462,177)	9.8%
A_32400AB-By-Law Charges & Sales	(13,743,584)	(11,128,925)	(14,588,064)	(11,609,056)	2,979,008	(20.4%)	-	(11,609,056)	2,979,008	(20.4%)
A_34950AB-Other Revenue	(4,924,221)	(4,457,566)	(4,430,915)	(5,190,883)	(759,968)	17.2%	-	(5,190,883)	(759,968)	17.2%
A_75000AC-Transfers From Funds	(521,831)	(1,511,455)	(580,000)	(1,289,021)	(709,021)	122.2%	(400,179)	(1,689,200)	(1,109,200)	191.2%
Gross Revenue Subtotal	(53,791,973)	(52,426,265)	(54,927,291)	(56,847,772)	(1,920,481)	3.5%	(431,856)	(57,279,628)	(2,352,337)	4.3%
Net Expenditure (revenue) before indirect allocations	(3,992,550)	(1,112,378)	(2,361,269)	(2,404,980)	(43,711)	1.9%	(31,677)	(2,436,657)	(75,388)	3.2%
A_70000AC-Indirect Allocation	1,510,714	1,469,787	1,489,826	1,467,083	(22,743)	(1.5%)	31,677	1,498,760	8,934	0.6%
A_70200AC-Capital Financing Allocation	931,063	901,325	871,443	937,897	66,454	7.6%	-	937,897	66,454	7.6%
Allocation Subtotal	2,441,776	2,371,112	2,361,269	2,404,980	43,711	1.9%	31,677	2,436,657	75,388	3.2%
Net Expenditure (revenue) after indirect allocations	(1,550,774)	1,258,734	-	0	0	-	-	0	0	-

FTE - Reg	32.0	32.0	-	2.0	34.0	2.0
FTE - Temp	2.2	3.2	1.0	(2.0)	1.2	(1.0)

D_65000B

	2018 Actual	2019		2020						
	Total	Q2 Forecast Total	Budget Total	Base Services	Base Variance	Base Variance %	Budget Total Program Changes	Total	Total Variance	Total Variance %
A_40000AB Compensation	3,287,740	3,550,334	3,688,358	3,865,070	176,712	4.8%	58,036	3,923,106	234,748	6.4%
A_41000AB Administrative	720,571	1,702,072	1,077,950	965,112	(112,838)	(10.5%)	331,000	1,296,112	218,162	20.2%
A_44000AB Operational & Supply	37,771,528	38,995,464	40,848,472	42,405,567	1,557,095	3.8%	11,143	42,416,710	1,568,238	3.8%
A_50000AB Occupancy & Infrastructure	1,455,001	1,425,989	1,438,380	1,453,183	14,804	1.0%	-	1,453,183	14,804	1.0%
A_52000AB Equipment, Vehicles, Technology	1,213,343	1,195,529	1,053,036	1,214,097	161,061	15.3%	-	1,214,097	161,061	15.3%
A_56000AB Partnership, Rebate, Exemption	166,821	182,167	195,700	188,906	(6,793)	(3.5%)	-	188,906	(6,793)	(3.5%)
A_58000AB Financial Expenditures	(28,415)	(946)	-	-	-	-	-	-	-	-
A_75100AC Transfers To Funds	5,066,955	4,135,500	4,135,500	4,135,500	-	-	-	4,135,500	-	-
A_60000AC Allocation Between Departments	145,879	127,778	128,626	129,808	1,183	0.9%	-	129,808	1,183	0.9%
Gross Expenditure Subtotal	49,799,423	51,313,887	52,566,021	54,357,244	1,791,223	3.4%	400,179	54,757,423	2,191,402	4.2%
A_30000AB Taxation	(34,602,337)	(35,328,318)	(35,328,312)	(38,758,812)	(3,430,499)	9.7%	(31,677)	(38,790,489)	(3,462,177)	9.8%
A_32400AB By-Law Charges & Sales	(13,743,584)	(11,128,925)	(14,588,064)	(11,609,056)	2,979,008	(20.4%)	-	(11,609,056)	2,979,008	(20.4%)
A_34950AB Other Revenue	(4,924,221)	(4,457,566)	(4,430,915)	(5,190,883)	(759,968)	17.2%	-	(5,190,883)	(759,968)	17.2%
A_75000AC Transfers From Funds	(521,831)	(1,511,455)	(580,000)	(1,203,474)	(623,474)	107.5%	(400,179)	(1,603,653)	(1,023,653)	176.5%
Gross Revenue Subtotal	(53,791,973)	(52,426,265)	(54,927,291)	(56,762,224)	(1,834,934)	3.3%	(431,856)	(57,194,080)	(2,266,790)	4.1%
Net Expenditure (revenue) before indirect allocations	(3,992,550)	(1,112,378)	(2,361,269)	(2,404,980)	(43,711)	1.9%	(31,677)	(2,436,657)	(75,388)	3.2%
A_70000AC Indirect Allocation	1,510,714	1,469,787	1,489,826	1,467,083	(22,743)	(1.5%)	31,677	1,498,760	8,934	0.6%
A_70200AC Capital Financing Allocation	931,063	901,325	871,443	937,897	66,454	7.6%	-	937,897	66,454	7.6%
Allocation Subtotal	2,441,776	2,371,112	2,361,269	2,404,980	43,711	1.9%	31,677	2,436,657	75,388	3.2%
Net Expenditure (revenue) after indirect allocations	(1,550,774)	1,258,734	-	0	0	-	-	0	0	-

FTE - Reg	32.0	32.0	-	2.0	34.0	2.0
FTE - Temp	2.2	3.2	1.0	(2.0)	1.2	(1.0)

Appendix 2

Proposed 2020 Requisition by Municipality

Municipality	2019 Charges (\$000)	2020 Requisition (\$000)	Difference		Growth Impact %	
			Increase/ (Decrease) (\$000)	% Increase/ (Decrease)	Taxable Assessment Growth (%)	Net Increase/ (Decrease) (%)
Fort Erie	\$ 2,677	\$ 2,946	\$ 269	10.05%	1.48%	8.57%
Grimsby	\$ 1,850	\$ 2,150	\$ 300	16.23%	1.72%	14.52%
Lincoln	\$ 1,602	\$ 1,765	\$ 163	10.18%	2.44%	7.73%
Niagara Falls	\$ 6,930	\$ 7,595	\$ 664	9.59%	1.13%	8.45%
Niagara-on-the-Lake*	\$ 1,545	\$ 1,678	\$ 133	8.60%	1.00%	7.60%
Pelham	\$ 1,205	\$ 1,368	\$ 164	13.59%	2.70%	10.89%
Port Colborne	\$ 1,771	\$ 1,941	\$ 170	9.58%	0.59%	8.99%
St. Catharines	\$ 10,873	\$ 11,782	\$ 909	8.36%	0.12%	8.24%
Thorold	\$ 1,476	\$ 1,651	\$ 175	11.89%	2.74%	9.15%
Wainfleet	\$ 547	\$ 599	\$ 52	9.42%	1.32%	8.10%
Welland	\$ 3,964	\$ 4,343	\$ 379	9.55%	3.86%	5.69%
West Lincoln	\$ 888	\$ 973	\$ 85	9.55%	2.60%	6.96%
Total	\$ 35,328	\$ 38,790	\$ 3,462	9.80%	1.42%	8.38%

* NOTL assessment growth value on increase in residential units NOT CVA (as per NOTL requisition methodology).

* Total taxable assessment growth percentage of 1.42% represents Niagara forecasted growth for 2019 as of November 6, 2019

Change in Residential Units 2020 Budget over 2019 Budget

Municipality	Residential Units 2019 Budget	Residential Units 2020 Budget	Difference	
			Increase/ (Decrease)	% Increase/ (Decrease)
Fort Erie	15,588	15,697	109	0.70%
Grimsby	10,676	11,175	499	4.67%
Lincoln	9,224	9,305	81	0.88%
Niagara Falls	37,916	38,306	390	1.03%
Niagara-on-the-Lake	8,520	8,605	85	1.00%
Pelham	6,945	7,064	119	1.71%
Port Colborne	10,285	10,304	19	0.18%
St. Catharines	59,709	59,879	170	0.28%
Thorold	8,406	8,510	104	1.24%
Wainfleet	3,204	3,220	16	0.50%
Welland	23,176	23,293	117	0.50%
West Lincoln	5,342	5,399	57	1.07%
Total	198,991	200,757	1,766	0.89%

Appendix 2 - REVISED

Proposed 2020 Requisition by Municipality

Municipality	2019 Charges (\$000)	2020 Requisition (\$000)	Difference		Growth Impact %	
			Increase/ (Decrease) (\$000)	% Increase/ (Decrease)	Taxable Assessment Growth (%)	Net Increase/ (Decrease) (%)
Fort Erie	\$ 2,677	\$ 2,951	\$ 275	10.27%	1.48%	8.79%
Grimsby	\$ 1,850	\$ 2,119	\$ 269	14.56%	1.72%	12.85%
Lincoln	\$ 1,602	\$ 1,769	\$ 166	10.39%	2.44%	7.95%
Niagara Falls	\$ 6,930	\$ 7,610	\$ 679	9.80%	1.13%	8.67%
Niagara-on-the-Lake*	\$ 1,545	\$ 1,681	\$ 136	8.81%	1.00%	7.81%
Pelham	\$ 1,205	\$ 1,342	\$ 137	11.36%	2.70%	8.66%
Port Colborne	\$ 1,771	\$ 1,945	\$ 174	9.80%	0.59%	9.21%
St. Catharines	\$ 10,873	\$ 11,807	\$ 934	8.59%	0.12%	8.47%
Thorold	\$ 1,476	\$ 1,641	\$ 165	11.22%	2.74%	8.48%
Wainfleet	\$ 547	\$ 600	\$ 53	9.64%	1.32%	8.32%
Welland	\$ 3,964	\$ 4,352	\$ 388	9.78%	3.86%	5.92%
West Lincoln	\$ 888	\$ 974	\$ 86	9.68%	2.60%	7.08%
Total	\$ 35,328	\$ 38,790	\$ 3,462	9.80%	1.42%	8.38%

* NOTL assessment growth value on increase in residential units NOT CVA (as per NOTL requisition methodology).

* Total taxable assessment growth percentage of 1.42% represents Niagara forecasted growth for 2019 as of November 6, 2019

Change in Residential Units - 2020 Budget over 2019 Budget

Municipality	Residential Units 2019 Budget	Residential Units 2020 Budget	Difference	
			Increase/ (Decrease)	% Increase/ (Decrease)
Fort Erie	15,588	15,697	109	0.70%
Grimsby	10,676	11,175	499	4.67%
Lincoln	9,224	9,305	81	0.88%
Niagara Falls	37,916	38,306	390	1.03%
Niagara-on-the-Lake	8,520	8,605	85	1.00%
Pelham	6,945	7,064	119	1.71%
Port Colborne	10,285	10,304	19	0.18%
St. Catharines	59,709	59,879	170	0.28%
Thorold	8,406	8,510	104	1.24%
Wainfleet	3,204	3,220	16	0.50%
Welland	23,176	23,293	117	0.50%
West Lincoln	5,342	5,399	57	1.07%
Total	198,991	200,757	1,766	0.89%

Appendix 3 – 2020 WM Requisition For Typical Residential Property by Municipality

Municipality	2019 Final		2020 Draft ¹		Annual Increase/(Decrease)		Monthly
	CVA ³	WM taxes	CVA ³	WM taxes	\$	%	\$
Fort Erie	210,015	\$ 138.97	214,712	\$ 150.73	\$ 11.76	8.46%	\$ 0.98
Grimsby	382,289	\$ 146.09	402,891	\$ 166.50	\$ 20.41	13.97%	\$ 1.70
Lincoln	354,651	\$ 150.61	370,494	\$ 162.02	\$ 11.41	7.58%	\$ 0.95
Niagara Falls	246,816	\$ 125.52	256,262	\$ 135.85	\$ 10.34	8.24%	\$ 0.86
Niagara-on-the-Lake ²							
Pelham	348,986	\$ 157.03	365,439	\$ 176.47	\$ 19.44	12.38%	\$ 1.62
Port Colborne	199,310	\$ 167.73	204,313	\$ 182.37	\$ 14.64	8.73%	\$ 1.22
St. Catharines	252,106	\$ 159.90	259,659	\$ 172.44	\$ 12.55	7.85%	\$ 1.05
Thorold	231,911	\$ 133.21	238,276	\$ 144.88	\$ 11.67	8.76%	\$ 0.97
Wainfleet	255,870	\$ 143.97	265,652	\$ 154.80	\$ 10.82	7.52%	\$ 0.90
Welland	208,841	\$ 157.09	214,538	\$ 165.72	\$ 8.63	5.49%	\$ 0.72
West Lincoln	300,968	\$ 133.22	315,157	\$ 142.13	\$ 8.91	6.69%	\$ 0.74

¹ 2020 draft WM rates based on 2019 tax policy and 2020 draft requisition amounts.

² NOTL charge to residents based on fixed household amount.

³ 2019 and 2020 average CVA based on MPAC phased-in assessment increase for the municipality.

Appendix 3 - 2020 WM Requisition For Typical Residential Property by Municipality - REVISED

Municipality	2019 Final		2020 Draft ¹		Annual Increase/(Decrease)		Monthly
	CVA ³	WM taxes	CVA ³	WM taxes	\$	%	\$
Fort Erie	210,015	\$ 138.97	214,712	\$ 151.03	\$ 12.06	8.68%	\$ 1.00
Grimsby	382,289	\$ 146.09	402,891	\$ 164.11	\$ 18.02	12.34%	\$ 1.50
Lincoln	354,651	\$ 150.61	370,494	\$ 162.34	\$ 11.73	7.79%	\$ 0.98
Niagara Falls	246,816	\$ 125.52	256,262	\$ 136.12	\$ 10.61	8.45%	\$ 0.88
Niagara-on-the-Lake ²							
Pelham	348,986	\$ 157.03	365,439	\$ 173.01	\$ 15.98	10.17%	\$ 1.33
Port Colborne	199,310	\$ 167.73	204,313	\$ 182.73	\$ 15.00	8.94%	\$ 1.25
St. Catharines	252,106	\$ 159.90	259,659	\$ 172.44	\$ 12.55	7.85%	\$ 1.05
Thorold	231,911	\$ 133.21	238,276	\$ 144.00	\$ 10.79	8.10%	\$ 0.90
Wainfleet	255,870	\$ 143.97	265,652	\$ 155.10	\$ 11.13	7.73%	\$ 0.93
Welland	208,841	\$ 157.09	214,538	\$ 166.06	\$ 8.98	5.71%	\$ 0.75
West Lincoln	300,968	\$ 133.22	315,157	\$ 142.29	\$ 9.07	6.81%	\$ 0.76

¹ 2020 draft WM rates based on 2019 tax policy and 2020 draft requisition amounts.

² NOTL charge to residents based on fixed household amount.

³ 2019 and 2020 average CVA based on MPAC phased-in assessment increase for the municipality.

D_65000B

	2018	2019		2020						
	Actual	Q2 Forecast	Budget	Base Services			Budget Total Program Changes			
	Total	Total	Total	Base Services	Base Variance	Base Variance %	Total	Total Variance	Total Variance %	
A_40000AB Compensation	3,287,740	3,550,334	3,688,358	3,865,070	176,712	4.8%	58,036	3,923,106	234,748	6.4%
A_41000AB Administrative	720,571	1,702,072	1,077,950	965,112	(112,838)	(10.5%)	331,000	1,296,112	218,162	20.2%
A_44000AB Operational & Supply	37,771,528	38,995,464	40,848,472	42,491,114	1,642,643	4.0%	11,143	42,502,257	1,653,786	4.1%
A_50000AB Occupancy & Infrastructure	1,455,001	1,425,989	1,438,380	1,453,183	14,804	1.0%	-	1,453,183	14,804	1.0%
A_52000AB Equipment, Vehicles, Technology	1,213,343	1,195,529	1,053,036	1,214,097	161,061	15.3%	-	1,214,097	161,061	15.3%
A_56000AB Partnership, Rebate, Exemption	166,821	182,167	195,700	188,906	(6,793)	(3.5%)	-	188,906	(6,793)	(3.5%)
A_58000AB Financial Expenditures	(28,415)	(946)	-	-	-	-	-	-	-	-
A_75100AC Transfers To Funds	5,066,955	4,135,500	4,135,500	4,135,500	-	-	-	4,135,500	-	-
A_60000AC Allocation Between Departments	145,879	127,778	128,626	129,808	1,183	0.9%	-	129,808	1,183	0.9%
Gross Expenditure Subtotal	49,799,423	51,313,887	52,566,021	54,442,792	1,876,770	3.6%	400,179	54,842,971	2,276,949	4.3%
A_30000AB Taxation	(34,602,337)	(35,328,318)	(35,328,312)	(38,758,812)	(3,430,500)	9.7%	(31,677)	(38,790,490)	(3,462,177)	9.8%
A_32400AB By-Law Charges & Sales	(13,743,584)	(11,128,925)	(14,588,064)	(11,609,056)	2,979,008	(20.4%)	-	(11,609,056)	2,979,008	(20.4%)
A_34950AB Other Revenue	(4,924,221)	(4,457,566)	(4,430,915)	(5,190,883)	(759,968)	17.2%	-	(5,190,883)	(759,968)	17.2%
A_75000AC Transfers From Funds	(521,831)	(1,511,455)	(580,000)	(1,289,021)	(709,021)	122.2%	(400,179)	(1,689,200)	(1,109,200)	191.2%
Gross Revenue Subtotal	(53,791,973)	(52,426,265)	(54,927,291)	(56,847,772)	(1,920,481)	3.5%	(431,856)	(57,279,628)	(2,352,337)	4.3%
Net Expenditure (revenue) before indirect allocations	(3,992,550)	(1,112,378)	(2,361,269)	(2,404,980)	(43,711)	1.9%	(31,677)	(2,436,657)	(75,388)	3.2%
A_70000AC Indirect Allocation	1,510,714	1,469,787	1,489,826	1,467,083	(22,743)	(1.5%)	31,677	1,498,760	8,934	0.6%
A_70200AC Capital Financing Allocation	931,063	901,325	871,443	937,897	66,454	7.6%	-	937,897	66,454	7.6%
Allocation Subtotal	2,441,776	2,371,112	2,361,269	2,404,980	43,711	1.9%	31,677	2,436,657	75,388	3.2%
Net Expenditure (revenue) after indirect allocations	(1,550,774)	1,258,734	-	0	0	-	-	0	0	-

FTE - Reg
FTE - Temp

32.0 32.0 - 2.0 34.0 2.0
2.2 3.2 1.0 (2.0) 1.2 (1.0)

D_65000B

	2018 Actual	2019		2020						
	Total	Q2 Forecast Total	Budget Total	Base Services	Base Variance	Base Variance %	Budget Total Program Changes	Total	Total Variance	Total Variance %
A_40000AB Compensation	3,287,740	3,550,334	3,688,358	3,865,070	176,712	4.8%	58,036	3,923,106	234,748	6.4%
A_41000AB Administrative	720,571	1,702,072	1,077,950	965,112	(112,838)	(10.5%)	331,000	1,296,112	218,162	20.2%
A_44000AB Operational & Supply	37,771,528	38,995,464	40,848,472	42,405,567	1,557,095	3.8%	11,143	42,416,710	1,568,238	3.8%
A_50000AB Occupancy & Infrastructure	1,455,001	1,425,989	1,438,380	1,453,183	14,804	1.0%	-	1,453,183	14,804	1.0%
A_52000AB Equipment, Vehicles, Technology	1,213,343	1,195,529	1,053,036	1,214,097	161,061	15.3%	-	1,214,097	161,061	15.3%
A_56000AB Partnership, Rebate, Exemption	166,821	182,167	195,700	188,906	(6,793)	(3.5%)	-	188,906	(6,793)	(3.5%)
A_58000AB Financial Expenditures	(28,415)	(946)	-	-	-	-	-	-	-	-
A_75100AC Transfers To Funds	5,066,955	4,135,500	4,135,500	4,135,500	-	-	-	4,135,500	-	-
A_60000AC Allocation Between Departments	145,879	127,778	128,626	129,808	1,183	0.9%	-	129,808	1,183	0.9%
Gross Expenditure Subtotal	49,799,423	51,313,887	52,566,021	54,357,244	1,791,223	3.4%	400,179	54,757,423	2,191,402	4.2%
A_30000AB Taxation	(34,602,337)	(35,328,318)	(35,328,312)	(38,758,812)	(3,430,499)	9.7%	(31,677)	(38,790,489)	(3,462,177)	9.8%
A_32400AB By-Law Charges & Sales	(13,743,584)	(11,128,925)	(14,588,064)	(11,609,056)	2,979,008	(20.4%)	-	(11,609,056)	2,979,008	(20.4%)
A_34950AB Other Revenue	(4,924,221)	(4,457,566)	(4,430,915)	(5,190,883)	(759,968)	17.2%	-	(5,190,883)	(759,968)	17.2%
A_75000AC Transfers From Funds	(521,831)	(1,511,455)	(580,000)	(1,203,474)	(623,474)	107.5%	(400,179)	(1,603,653)	(1,023,653)	176.5%
Gross Revenue Subtotal	(53,791,973)	(52,426,265)	(54,927,291)	(56,762,224)	(1,834,934)	3.3%	(431,856)	(57,194,080)	(2,266,790)	4.1%
Net Expenditure (revenue) before indirect allocations	(3,992,550)	(1,112,378)	(2,361,269)	(2,404,980)	(43,711)	1.9%	(31,677)	(2,436,657)	(75,388)	3.2%
A_70000AC Indirect Allocation	1,510,714	1,469,787	1,489,826	1,467,083	(22,743)	(1.5%)	31,677	1,498,760	8,934	0.6%
A_70200AC Capital Financing Allocation	931,063	901,325	871,443	937,897	66,454	7.6%	-	937,897	66,454	7.6%
Allocation Subtotal	2,441,776	2,371,112	2,361,269	2,404,980	43,711	1.9%	31,677	2,436,657	75,388	3.2%
Net Expenditure (revenue) after indirect allocations	(1,550,774)	1,258,734	-	0	0	-	-	0	0	-

FTE - Reg	32.0	32.0	-	2.0	34.0	2.0
FTE - Temp	2.2	3.2	1.0	(2.0)	1.2	(1.0)

Appendix 2

Proposed 2020 Requisition by Municipality

Municipality	2019 Charges (\$000)	2020 Requisition (\$000)	Difference		Growth Impact %	
			Increase/ (Decrease) (\$000)	% Increase/ (Decrease)	Taxable Assessment Growth (%)	Net Increase/ (Decrease) (%)
Fort Erie	\$ 2,677	\$ 2,946	\$ 269	10.05%	1.48%	8.57%
Grimsby	\$ 1,850	\$ 2,150	\$ 300	16.23%	1.72%	14.52%
Lincoln	\$ 1,602	\$ 1,765	\$ 163	10.18%	2.44%	7.73%
Niagara Falls	\$ 6,930	\$ 7,595	\$ 664	9.59%	1.13%	8.45%
Niagara-on-the-Lake*	\$ 1,545	\$ 1,678	\$ 133	8.60%	1.00%	7.60%
Pelham	\$ 1,205	\$ 1,368	\$ 164	13.59%	2.70%	10.89%
Port Colborne	\$ 1,771	\$ 1,941	\$ 170	9.58%	0.59%	8.99%
St. Catharines	\$ 10,873	\$ 11,782	\$ 909	8.36%	0.12%	8.24%
Thorold	\$ 1,476	\$ 1,651	\$ 175	11.89%	2.74%	9.15%
Wainfleet	\$ 547	\$ 599	\$ 52	9.42%	1.32%	8.10%
Welland	\$ 3,964	\$ 4,343	\$ 379	9.55%	3.86%	5.69%
West Lincoln	\$ 888	\$ 973	\$ 85	9.55%	2.60%	6.96%
Total	\$ 35,328	\$ 38,790	\$ 3,462	9.80%	1.42%	8.38%

* NOTL assessment growth value on increase in residential units NOT CVA (as per NOTL requisition methodology).

* Total taxable assessment growth percentage of 1.42% represents Niagara forecasted growth for 2019 as of November 6, 2019

Change in Residential Units 2020 Budget over 2019 Budget

Municipality	Residential Units 2019 Budget	Residential Units 2020 Budget	Difference	
			Increase/ (Decrease)	% Increase/ (Decrease)
Fort Erie	15,588	15,697	109	0.70%
Grimsby	10,676	11,175	499	4.67%
Lincoln	9,224	9,305	81	0.88%
Niagara Falls	37,916	38,306	390	1.03%
Niagara-on-the-Lake	8,520	8,605	85	1.00%
Pelham	6,945	7,064	119	1.71%
Port Colborne	10,285	10,304	19	0.18%
St. Catharines	59,709	59,879	170	0.28%
Thorold	8,406	8,510	104	1.24%
Wainfleet	3,204	3,220	16	0.50%
Welland	23,176	23,293	117	0.50%
West Lincoln	5,342	5,399	57	1.07%
Total	198,991	200,757	1,766	0.89%

Appendix 2 - REVISED

Proposed 2020 Requisition by Municipality

Municipality	2019 Charges (\$000)	2020 Requisition (\$000)	Difference		Growth Impact %	
			Increase/ (Decrease) (\$000)	% Increase/ (Decrease)	Taxable Assessment Growth (%)	Net Increase/ (Decrease) (%)
Fort Erie	\$ 2,677	\$ 2,951	\$ 275	10.27%	1.48%	8.79%
Grimsby	\$ 1,850	\$ 2,119	\$ 269	14.56%	1.72%	12.85%
Lincoln	\$ 1,602	\$ 1,769	\$ 166	10.39%	2.44%	7.95%
Niagara Falls	\$ 6,930	\$ 7,610	\$ 679	9.80%	1.13%	8.67%
Niagara-on-the-Lake*	\$ 1,545	\$ 1,681	\$ 136	8.81%	1.00%	7.81%
Pelham	\$ 1,205	\$ 1,342	\$ 137	11.36%	2.70%	8.66%
Port Colborne	\$ 1,771	\$ 1,945	\$ 174	9.80%	0.59%	9.21%
St. Catharines	\$ 10,873	\$ 11,807	\$ 934	8.59%	0.12%	8.47%
Thorold	\$ 1,476	\$ 1,641	\$ 165	11.22%	2.74%	8.48%
Wainfleet	\$ 547	\$ 600	\$ 53	9.64%	1.32%	8.32%
Welland	\$ 3,964	\$ 4,352	\$ 388	9.78%	3.86%	5.92%
West Lincoln	\$ 888	\$ 974	\$ 86	9.68%	2.60%	7.08%
Total	\$ 35,328	\$ 38,790	\$ 3,462	9.80%	1.42%	8.38%

* NOTL assessment growth value on increase in residential units NOT CVA (as per NOTL requisition methodology).

* Total taxable assessment growth percentage of 1.42% represents Niagara forecasted growth for 2019 as of November 6, 2019

Change in Residential Units - 2020 Budget over 2019 Budget

Municipality	Residential Units 2019 Budget	Residential Units 2020 Budget	Difference	
			Increase/ (Decrease)	% Increase/ (Decrease)
Fort Erie	15,588	15,697	109	0.70%
Grimsby	10,676	11,175	499	4.67%
Lincoln	9,224	9,305	81	0.88%
Niagara Falls	37,916	38,306	390	1.03%
Niagara-on-the-Lake	8,520	8,605	85	1.00%
Pelham	6,945	7,064	119	1.71%
Port Colborne	10,285	10,304	19	0.18%
St. Catharines	59,709	59,879	170	0.28%
Thorold	8,406	8,510	104	1.24%
Wainfleet	3,204	3,220	16	0.50%
Welland	23,176	23,293	117	0.50%
West Lincoln	5,342	5,399	57	1.07%
Total	198,991	200,757	1,766	0.89%

Appendix 3 – 2020 WM Requisition For Typical Residential Property by Municipality

Municipality	2019 Final		2020 Draft ¹		Annual Increase/(Decrease)		Monthly
	CVA ³	WM taxes	CVA ³	WM taxes	\$	%	\$
Fort Erie	210,015	\$ 138.97	214,712	\$ 150.73	\$ 11.76	8.46%	\$ 0.98
Grimsby	382,289	\$ 146.09	402,891	\$ 166.50	\$ 20.41	13.97%	\$ 1.70
Lincoln	354,651	\$ 150.61	370,494	\$ 162.02	\$ 11.41	7.58%	\$ 0.95
Niagara Falls	246,816	\$ 125.52	256,262	\$ 135.85	\$ 10.34	8.24%	\$ 0.86
Niagara-on-the-Lake ²							
Pelham	348,986	\$ 157.03	365,439	\$ 176.47	\$ 19.44	12.38%	\$ 1.62
Port Colborne	199,310	\$ 167.73	204,313	\$ 182.37	\$ 14.64	8.73%	\$ 1.22
St. Catharines	252,106	\$ 159.90	259,659	\$ 172.44	\$ 12.55	7.85%	\$ 1.05
Thorold	231,911	\$ 133.21	238,276	\$ 144.88	\$ 11.67	8.76%	\$ 0.97
Wainfleet	255,870	\$ 143.97	265,652	\$ 154.80	\$ 10.82	7.52%	\$ 0.90
Welland	208,841	\$ 157.09	214,538	\$ 165.72	\$ 8.63	5.49%	\$ 0.72
West Lincoln	300,968	\$ 133.22	315,157	\$ 142.13	\$ 8.91	6.69%	\$ 0.74

¹ 2020 draft WM rates based on 2019 tax policy and 2020 draft requisition amounts.

² NOTL charge to residents based on fixed household amount.

³ 2019 and 2020 average CVA based on MPAC phased-in assessment increase for the municipality.

Appendix 3 - 2020 WM Requisition For Typical Residential Property by Municipality - REVISED

Municipality	2019 Final		2020 Draft ¹		Annual Increase/(Decrease)		Monthly
	CVA ³	WM taxes	CVA ³	WM taxes	\$	%	\$
Fort Erie	210,015	\$ 138.97	214,712	\$ 151.03	\$ 12.06	8.68%	\$ 1.00
Grimsby	382,289	\$ 146.09	402,891	\$ 164.11	\$ 18.02	12.34%	\$ 1.50
Lincoln	354,651	\$ 150.61	370,494	\$ 162.34	\$ 11.73	7.79%	\$ 0.98
Niagara Falls	246,816	\$ 125.52	256,262	\$ 136.12	\$ 10.61	8.45%	\$ 0.88
Niagara-on-the-Lake ²							
Pelham	348,986	\$ 157.03	365,439	\$ 173.01	\$ 15.98	10.17%	\$ 1.33
Port Colborne	199,310	\$ 167.73	204,313	\$ 182.73	\$ 15.00	8.94%	\$ 1.25
St. Catharines	252,106	\$ 159.90	259,659	\$ 172.44	\$ 12.55	7.85%	\$ 1.05
Thorold	231,911	\$ 133.21	238,276	\$ 144.00	\$ 10.79	8.10%	\$ 0.90
Wainfleet	255,870	\$ 143.97	265,652	\$ 155.10	\$ 11.13	7.73%	\$ 0.93
Welland	208,841	\$ 157.09	214,538	\$ 166.06	\$ 8.98	5.71%	\$ 0.75
West Lincoln	300,968	\$ 133.22	315,157	\$ 142.29	\$ 9.07	6.81%	\$ 0.76

¹ 2020 draft WM rates based on 2019 tax policy and 2020 draft requisition amounts.

² NOTL charge to residents based on fixed household amount.

³ 2019 and 2020 average CVA based on MPAC phased-in assessment increase for the municipality.

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. 2019-96

A BY-LAW TO ADOPT THE 2020 WASTE MANAGEMENT
BUDGET FOR THE REGIONAL MUNICIPALITY OF
NIAGARA

WHEREAS subsection 289 (1) of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended, requires that an upper-tier municipality shall in each year prepare and adopt a budget; and,

WHEREAS the Council of the Regional Municipality of Niagara adopted its 2020 Waste Management Budget as described herein.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the 2020 Waste Management Gross Operating Budget of \$57,225,193 and Net Operating Budget of \$38,821,604 be and hereby is adopted.
2. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

James Bradley, Regional Chair

Ann-Marie Norio, Regional Clerk

Passed: December 12, 1996

January 13, 2020

**Re: Request for Comments
Proposed Regional Official Plan Amendment 16 (“ROPA 16”)
Updates to the Employment Policies, Schedules, and Definitions**

In May 2019, the Ministry of Municipal Affairs and Housing amended the Growth Plan for the Greater Golden Horseshoe (the “*Growth Plan*”).

Amendments to the *Growth Plan* introduced new concepts around how municipalities plan for and manage growth. Some of those changes are related to how employment is planned and rules around conversion to other uses. The *Growth Plan* now sets out that the Region can initiate amendments for employment area designations at any time prior to its new Official Plan.

As a result of the employment policy changes, the Region prepared an amendment to its Official Plan (“ROP”) in accordance with section 26 of the *Planning Act, 1990*.

The proposed amendment – titled ROPA 16 – is being advanced now to ensure conformity with the *Growth Plan*.

ROPA 16 will update existing employment and conversion policies within section 3 and section 4 of the ROP, respectively.

The purpose of ROPA 16 is to:

- conform with section 2.2.5 “Employment” of the *Growth Plan*;
- establish a schedule that shows Niagara Region’s identified employment areas; and
- undertake technical edits to ensure consistent use of terms, italicization, and references.

Comprehensive revisions to the ROP employment policies is contemplated as part of the Region’s new ROP, scheduled for 2021. ROPA 16 is a conformity exercise limited to the matters set out above.

Enclosed for your review are the following materials:

- ROPA 16 – Draft Amendment Text – clean version
- ROPA 16 – Draft Amendment Text – blackline version
- ROPA 16 – Draft Schedule G3 Employment Areas

Kindly provide comments by **April 10, 2020**.

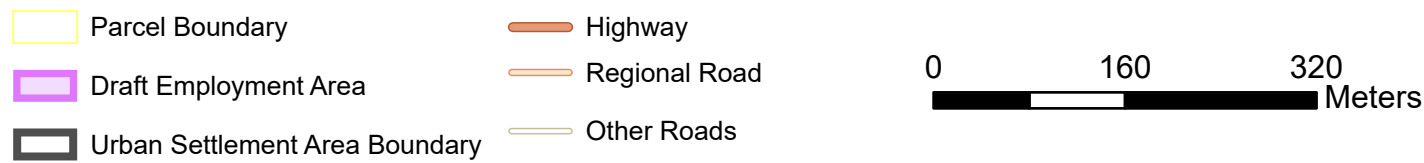
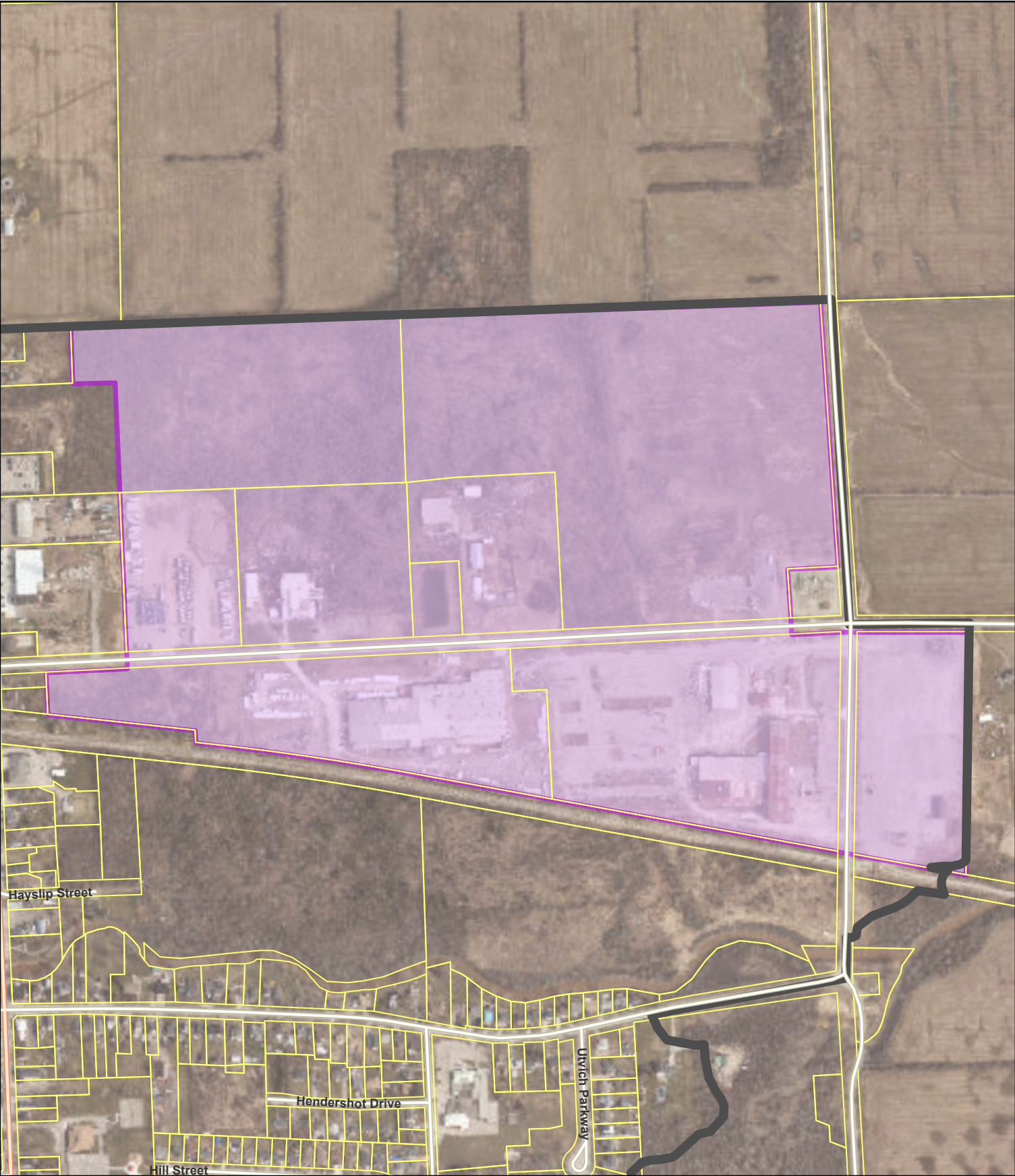
If you have any questions or require additional information please contact me at (905) 980-6000 ext. 3593 or alexandria.tikky@niagararegion.ca or Alexander Morrison at ext. 3378 or alexander.morrison@niagararegion.ca.

Yours truly,

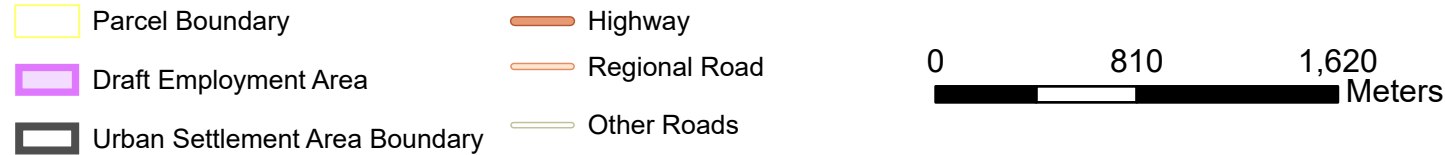
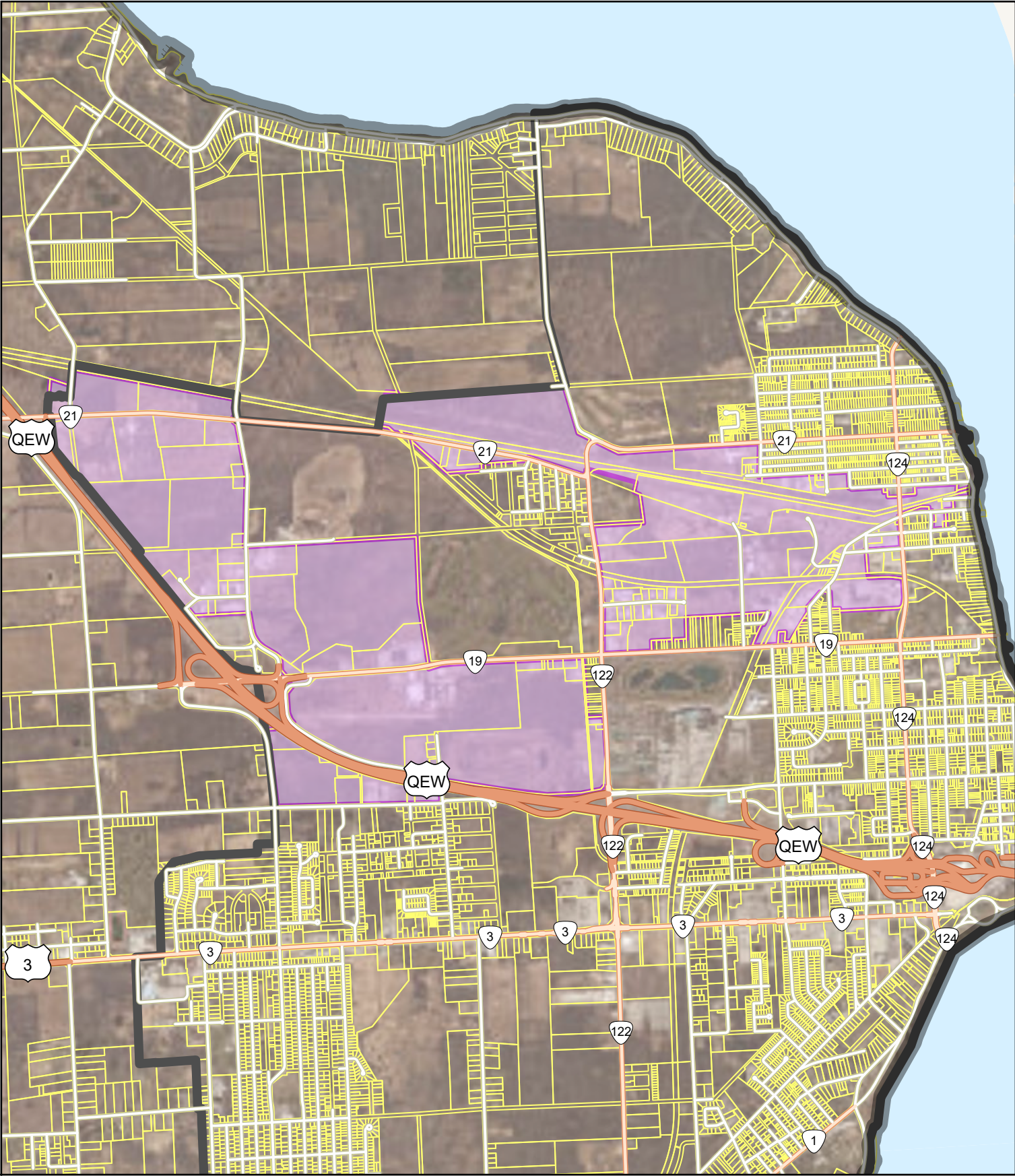
A handwritten signature in cursive script, appearing to read 'A. Tikky', written in a dark ink.

Alexandria Tikky
Planner, Long Range Planning
Niagara Region

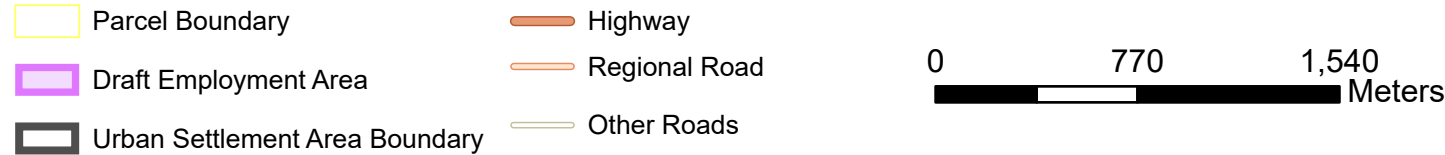
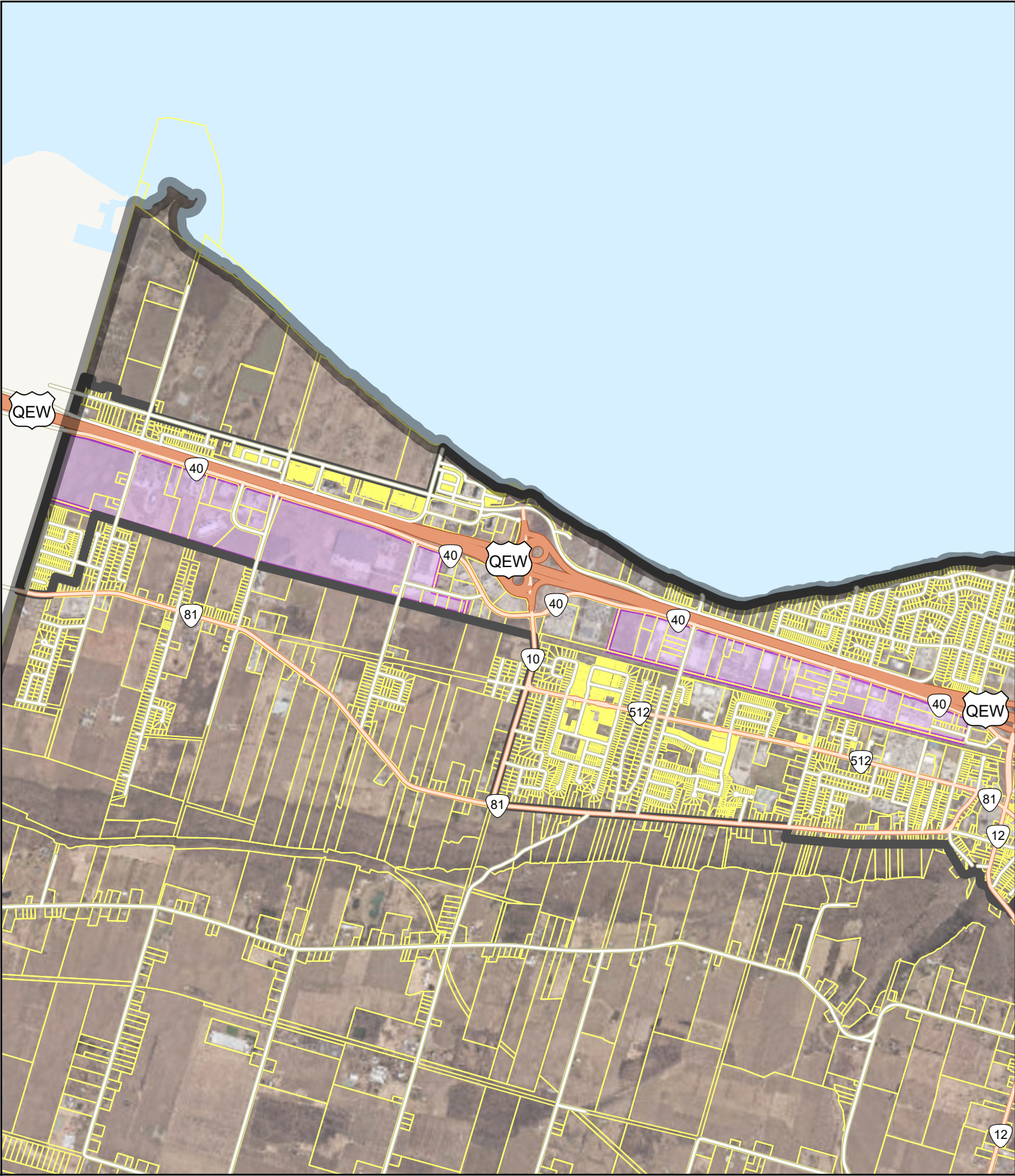
cc: Rino Mostacci, Commissioner of Planning and Development Services, Niagara Region
Doug Giles, Director of Community and Long Range Planning, Niagara Region
Diana Morreale, Director of Development Approvals, Niagara Region
Isaiah Banach, Manager of Long Range Planning, Niagara Region
Alexander Morrison, Planner, Long Range Planning, Niagara Region
Ann-Marie Norio, Regional Clerk, Niagara Region



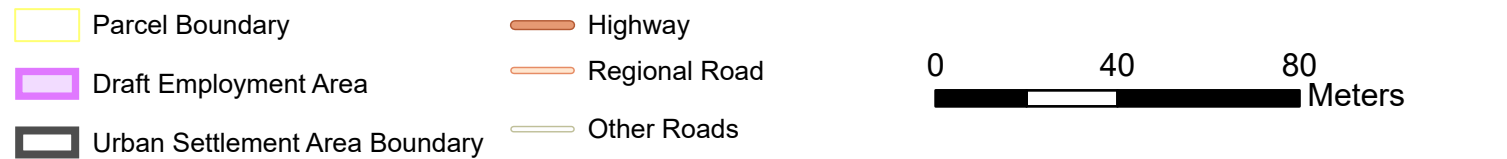
© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.



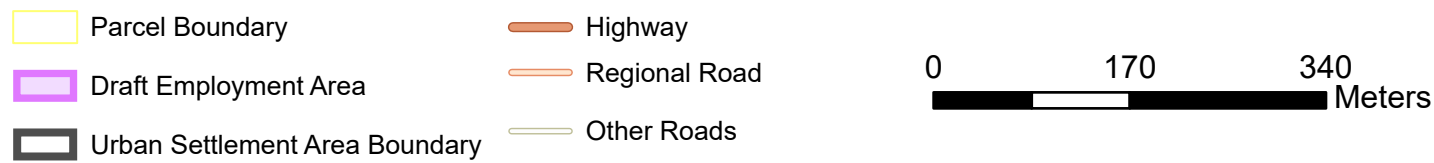
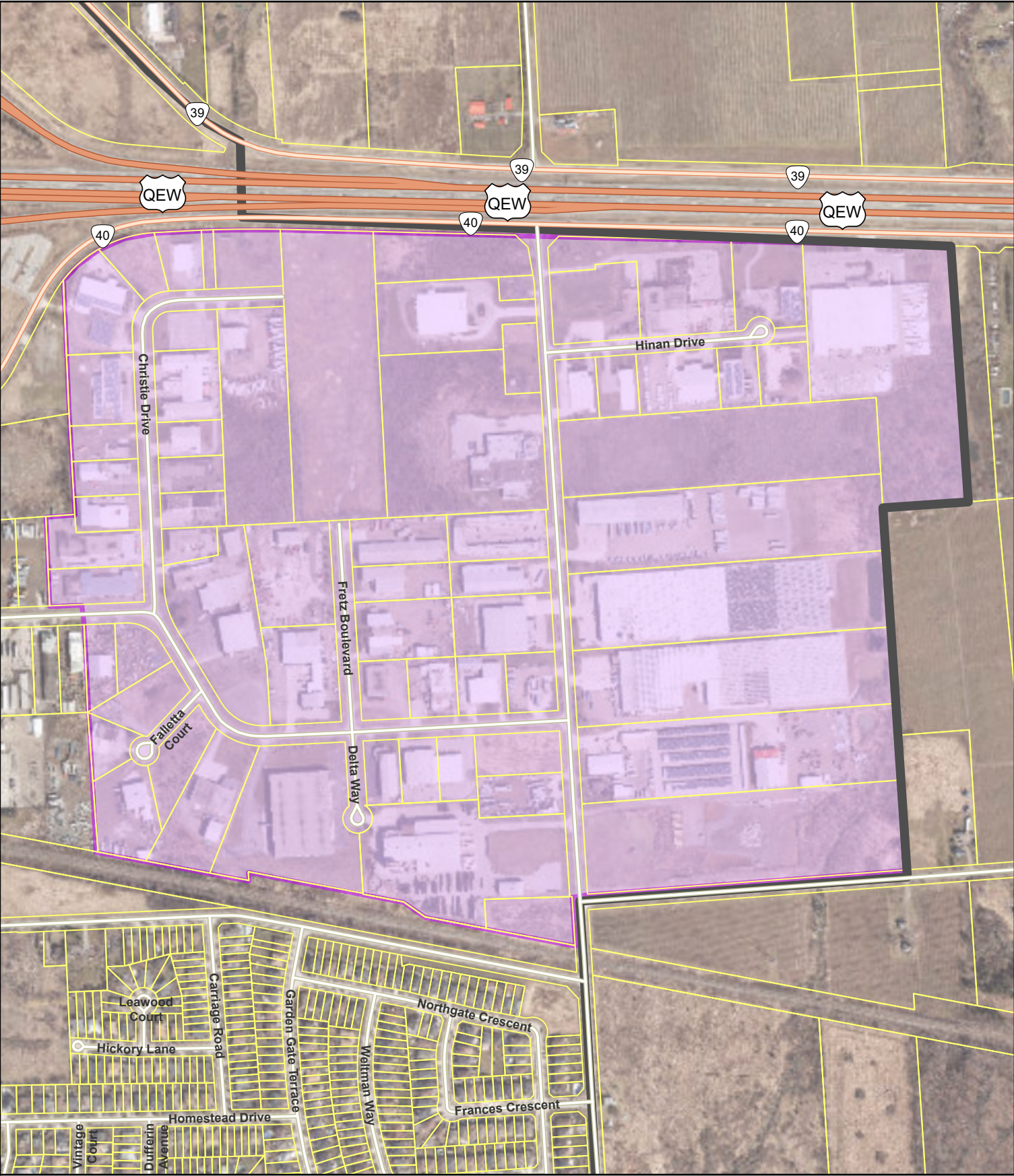
© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.



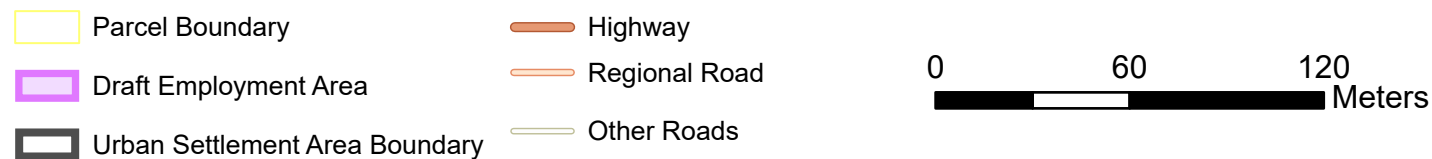
© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.



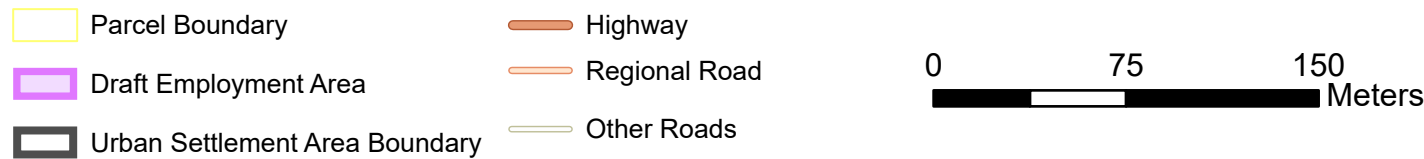
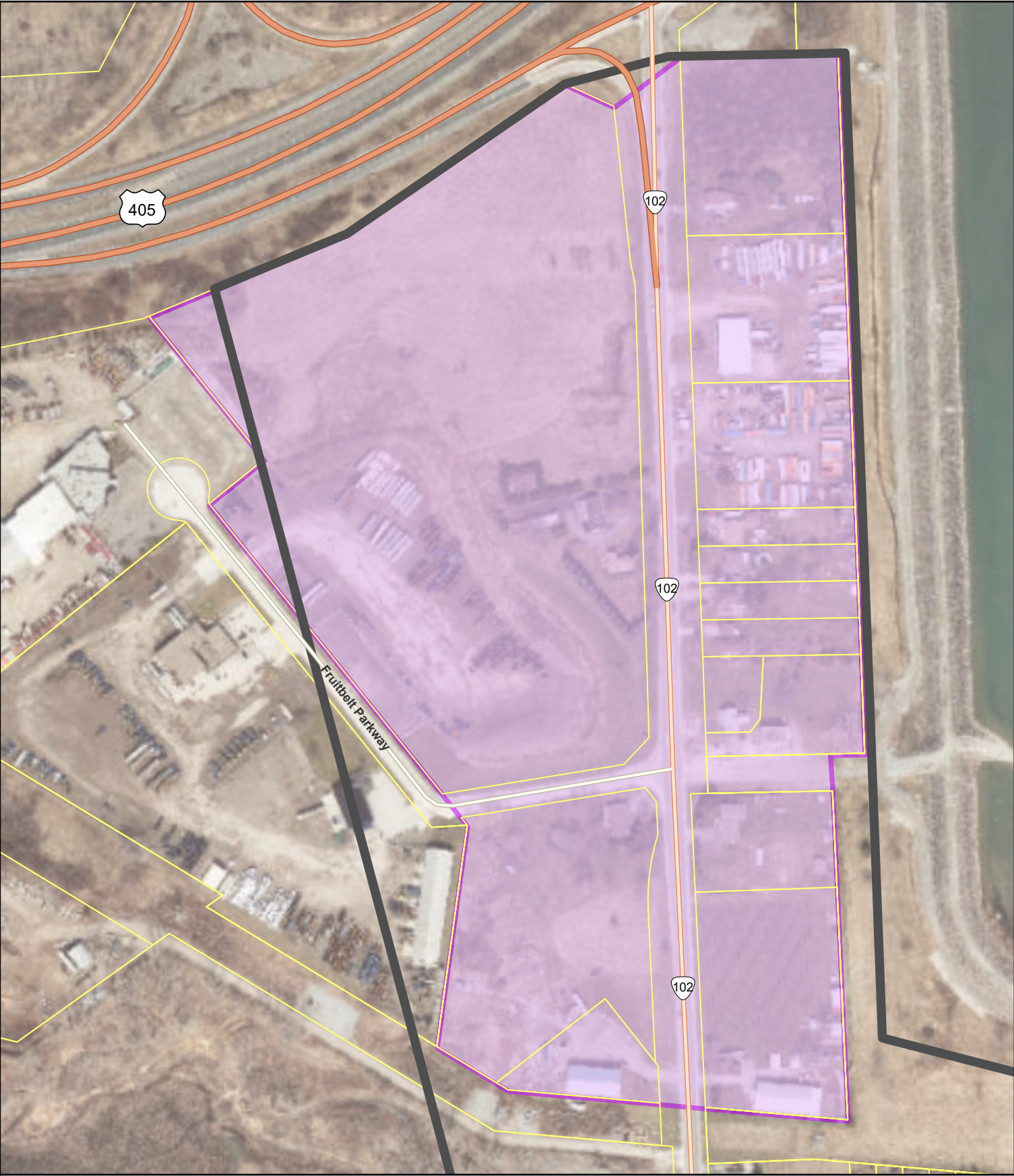
© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.



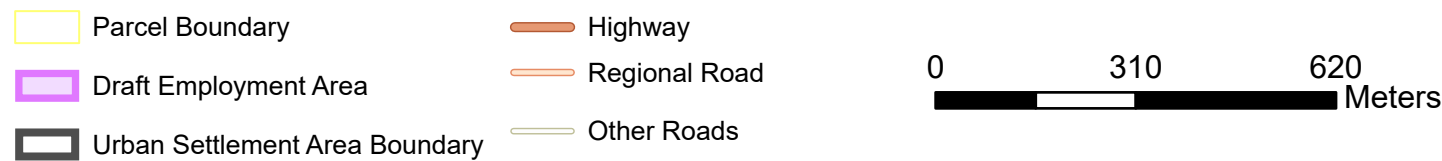
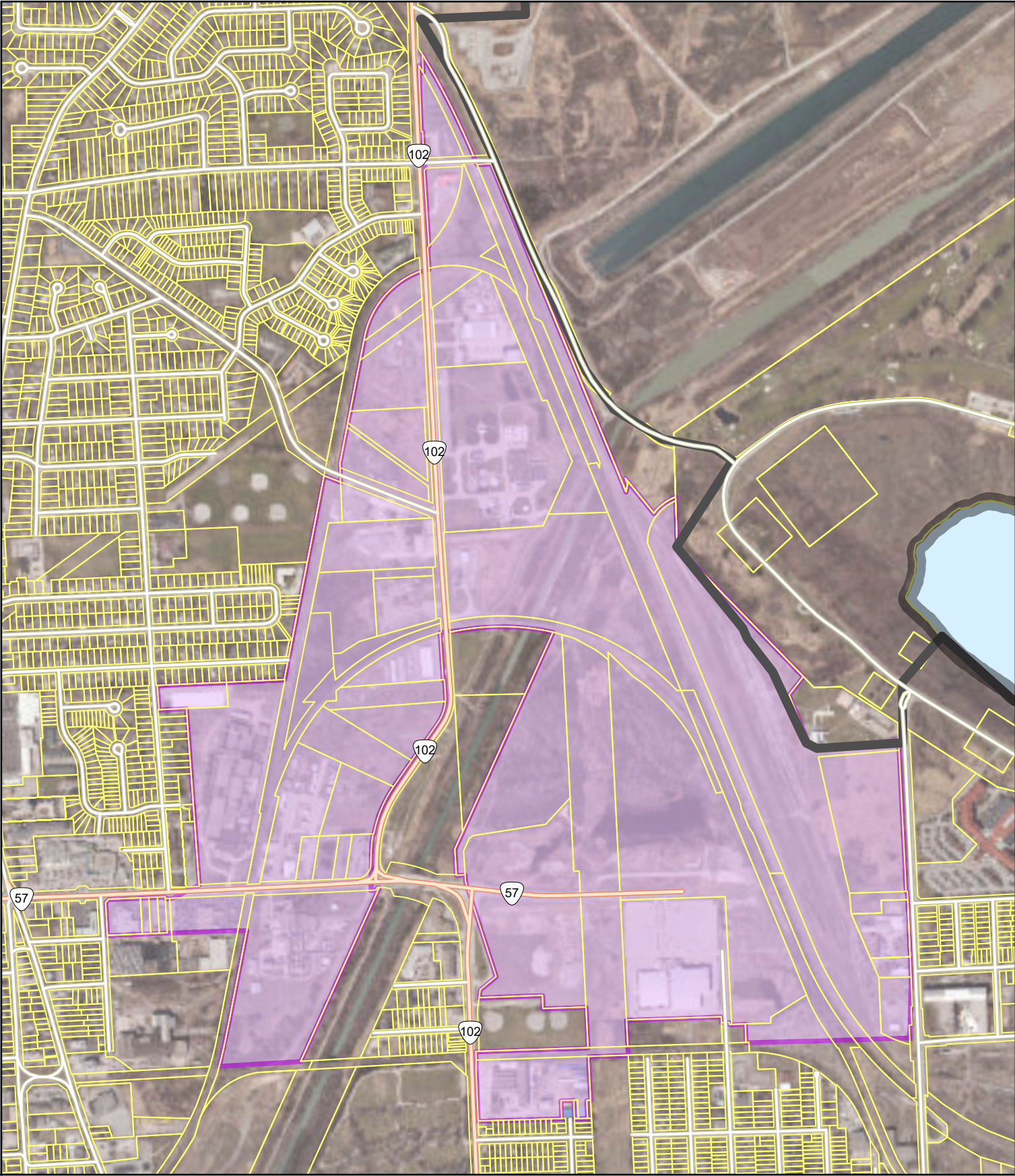
© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.



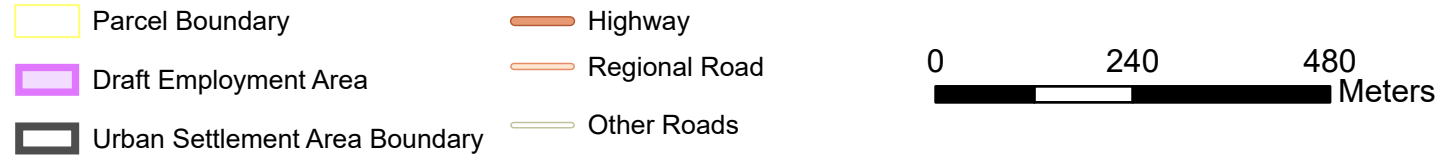
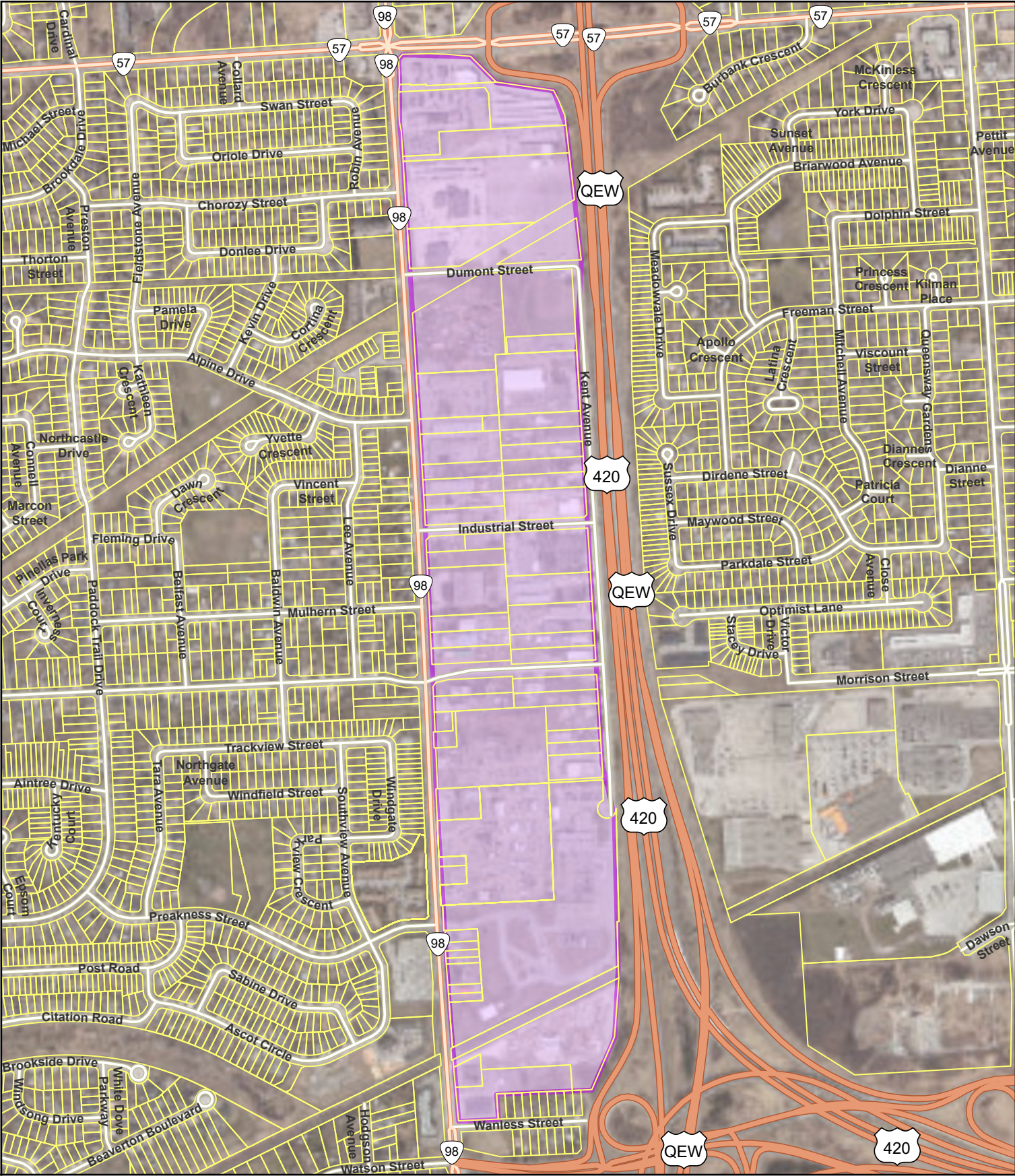
© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020.
The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.



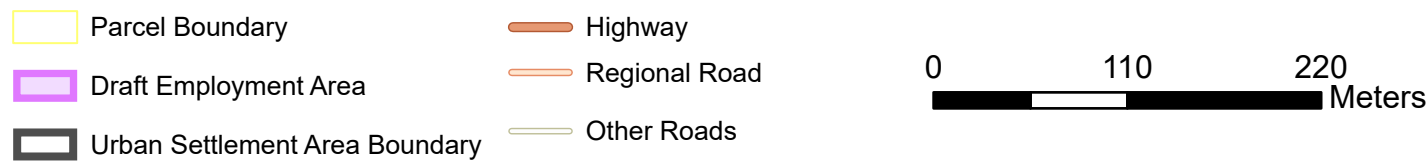
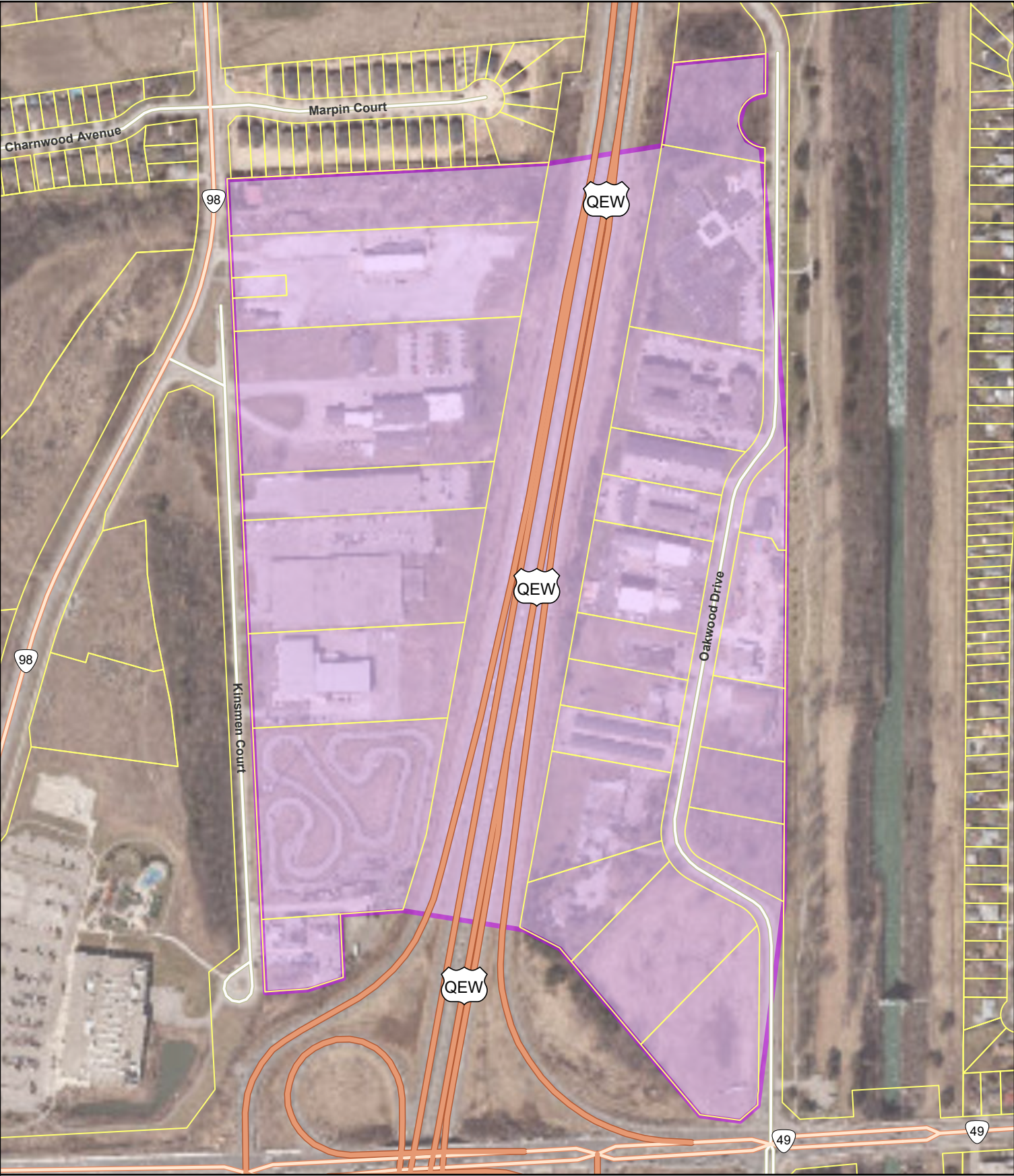
© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.



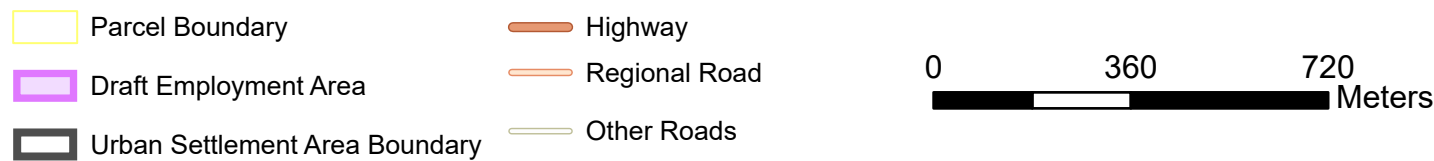
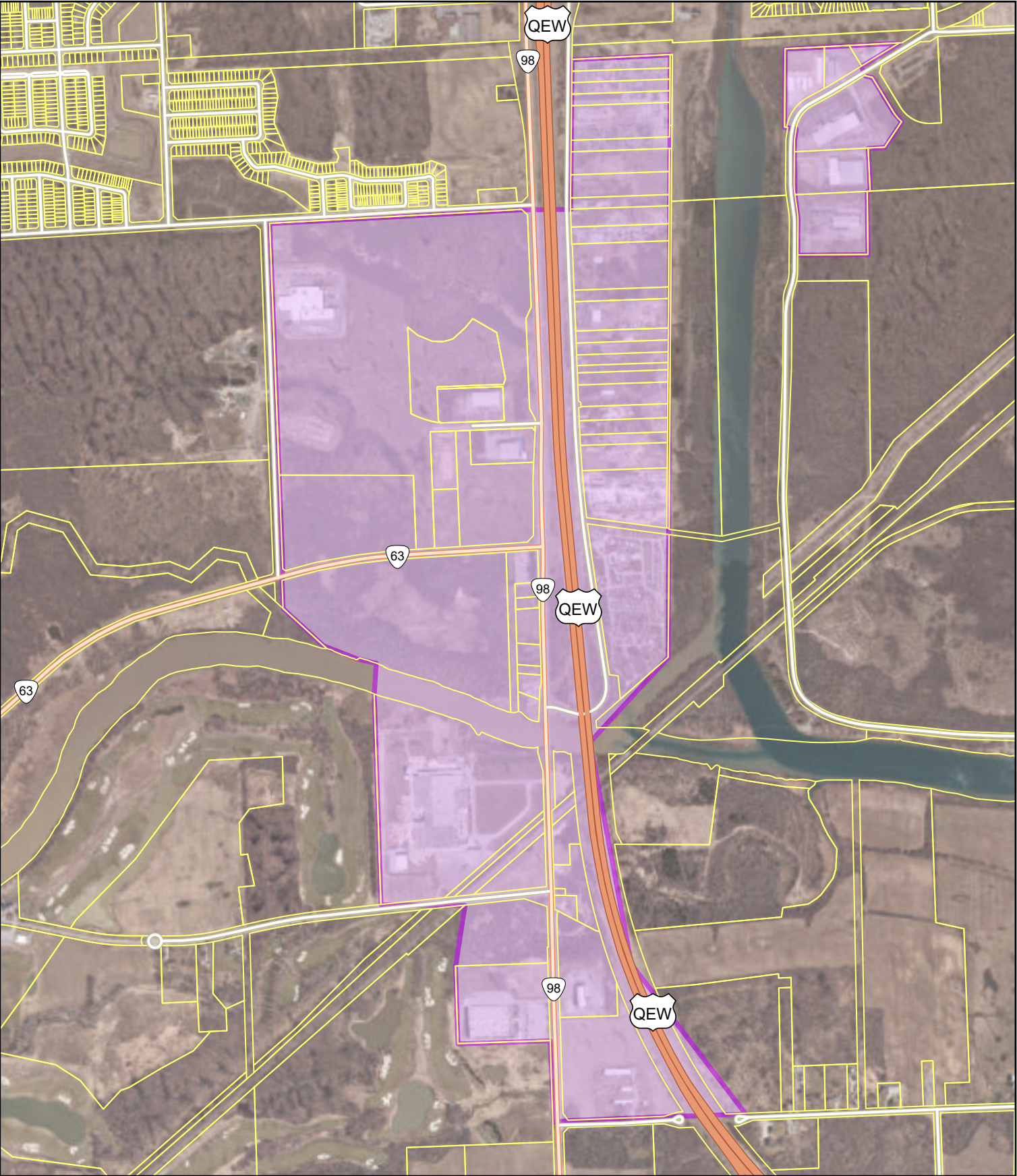
© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.



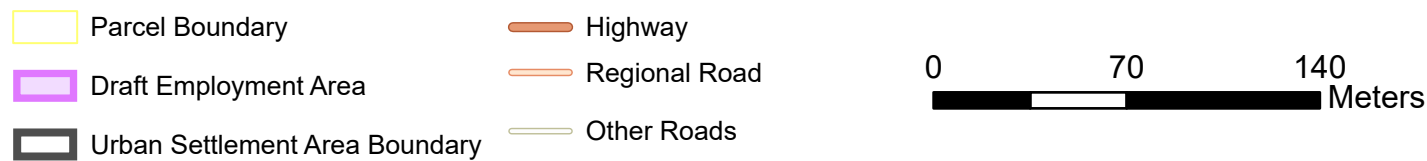
© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.



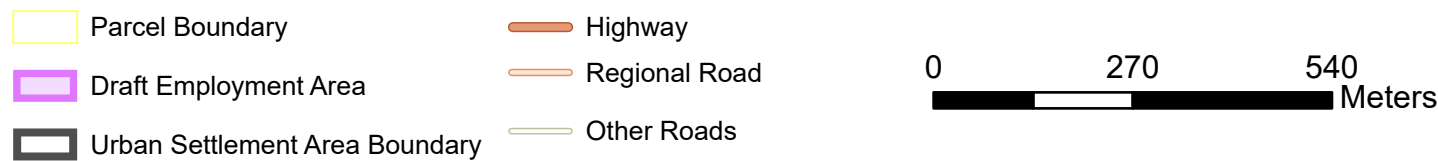
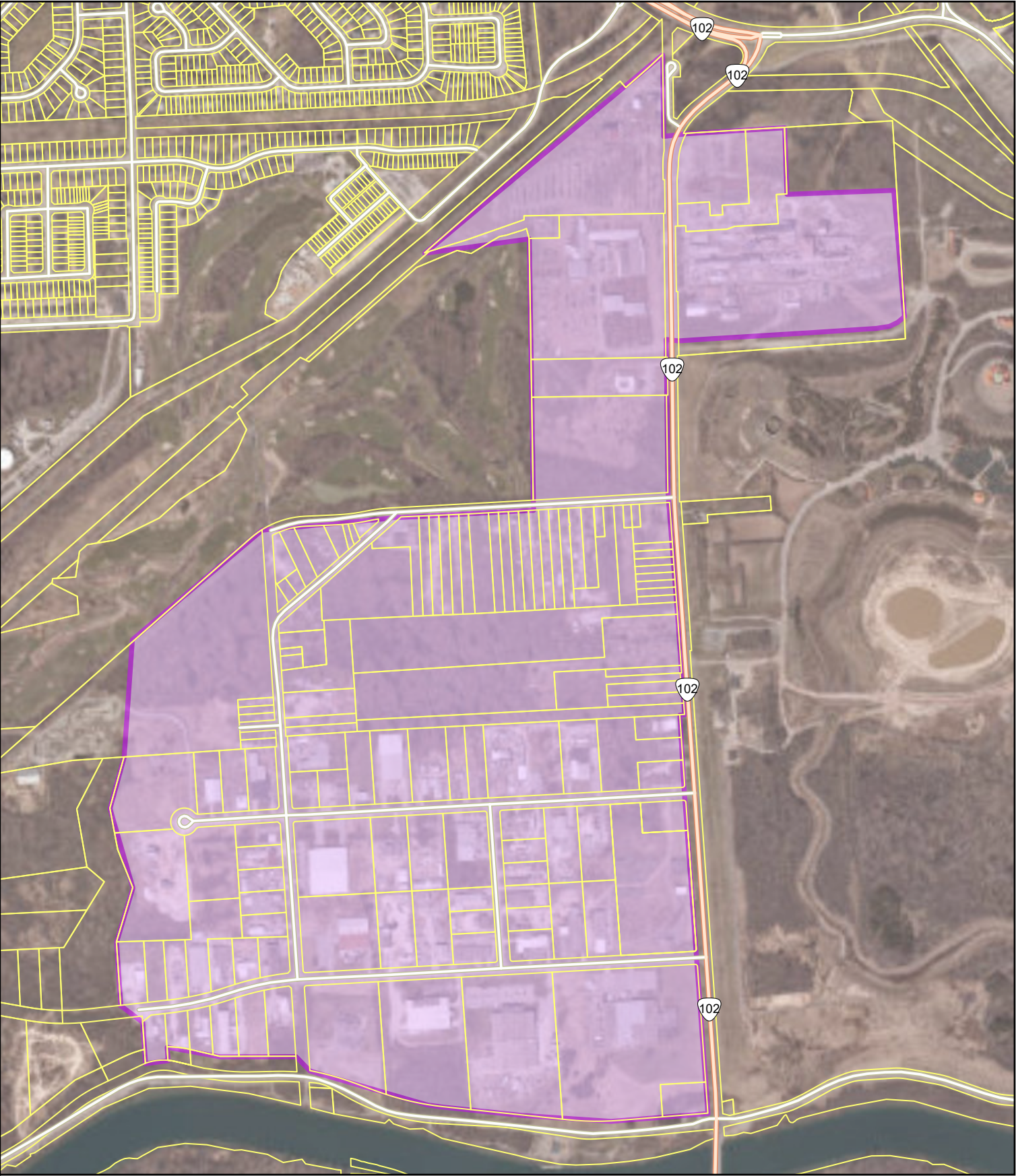
© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.



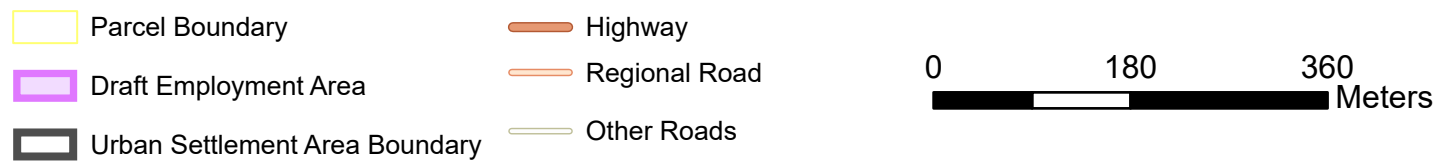
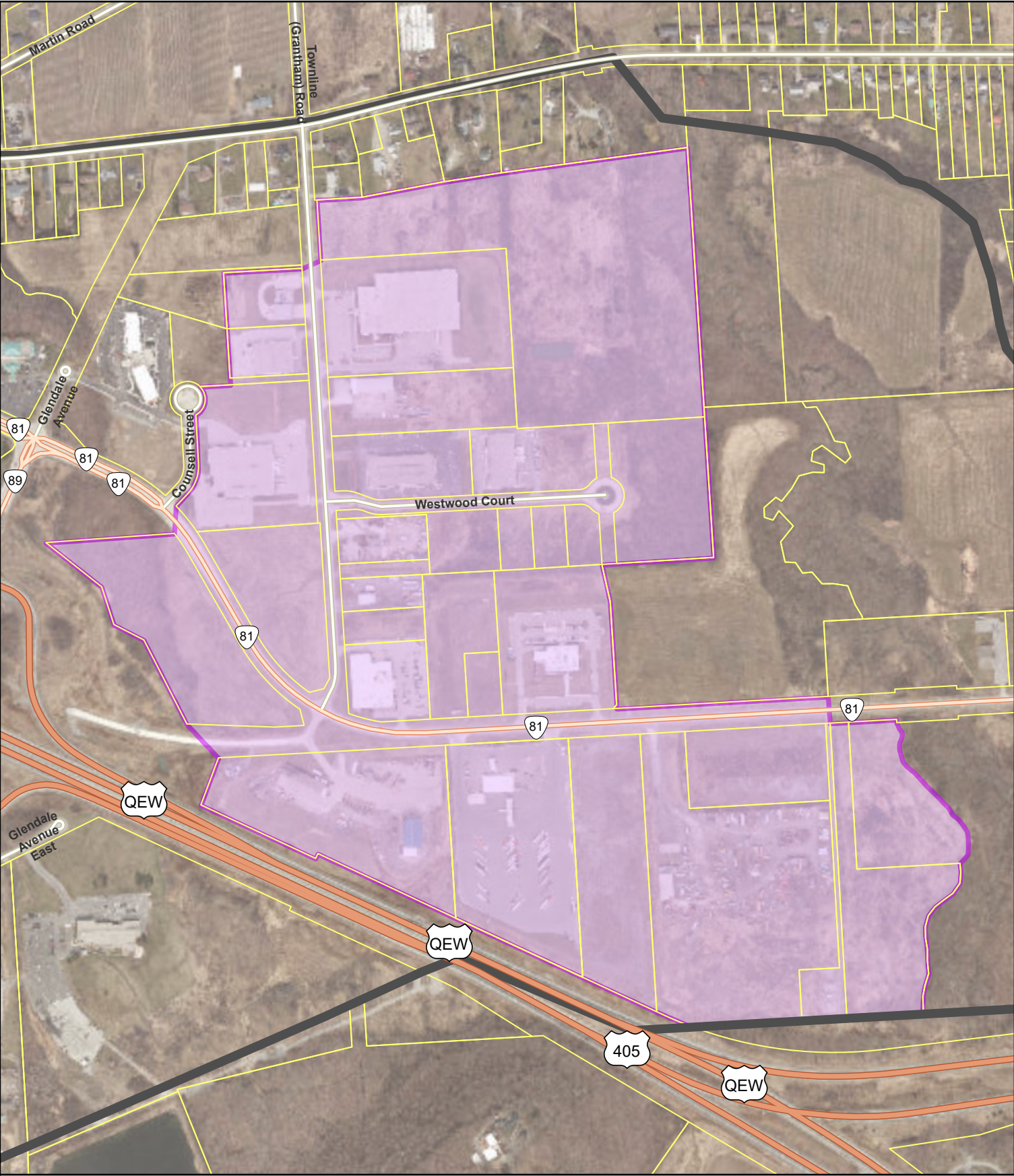
© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.



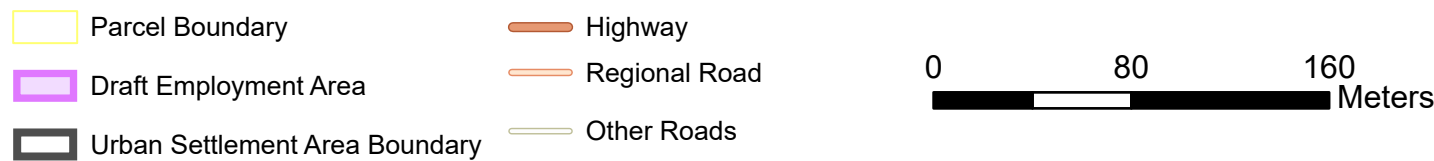
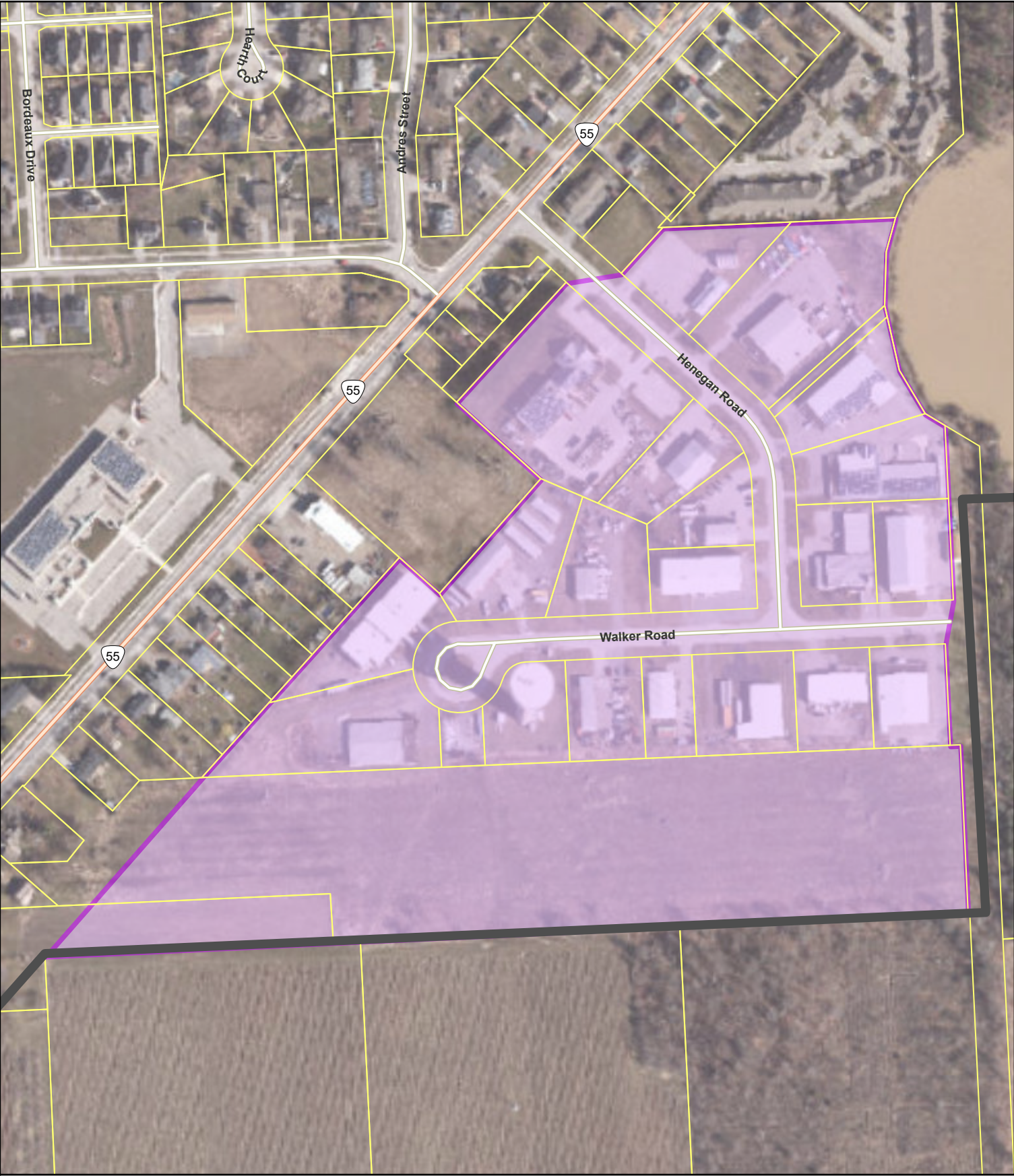
© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.



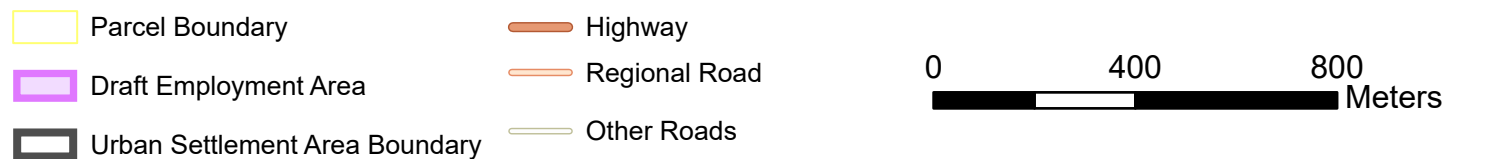
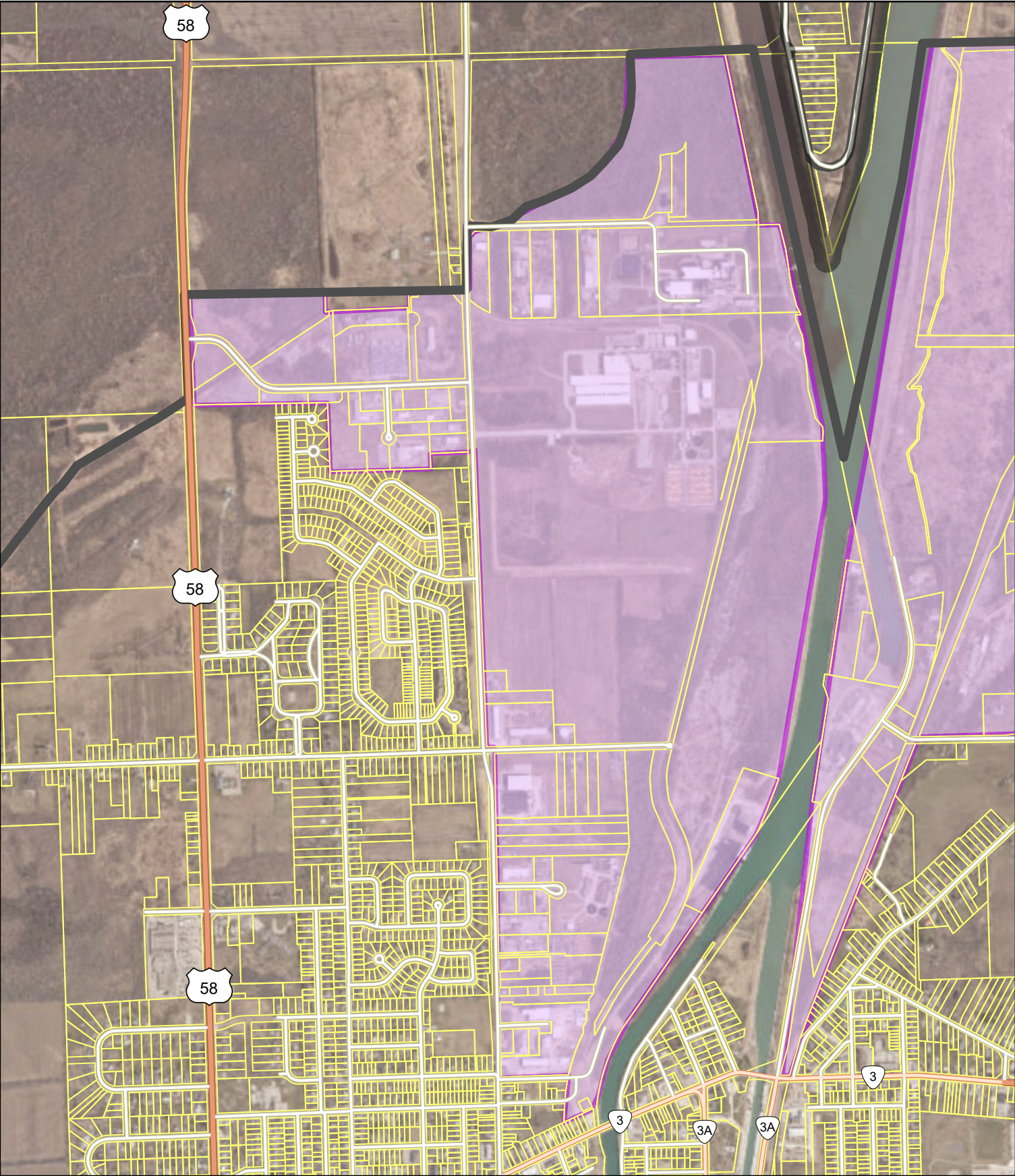
© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.



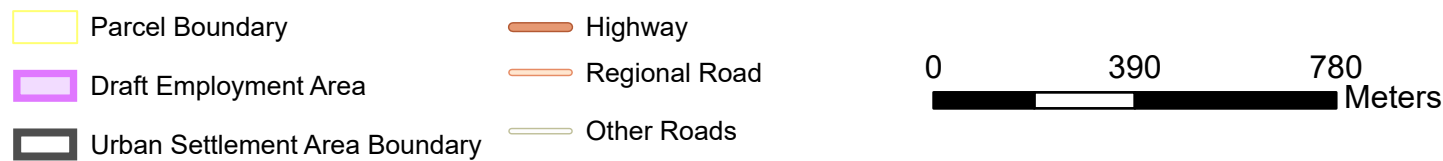
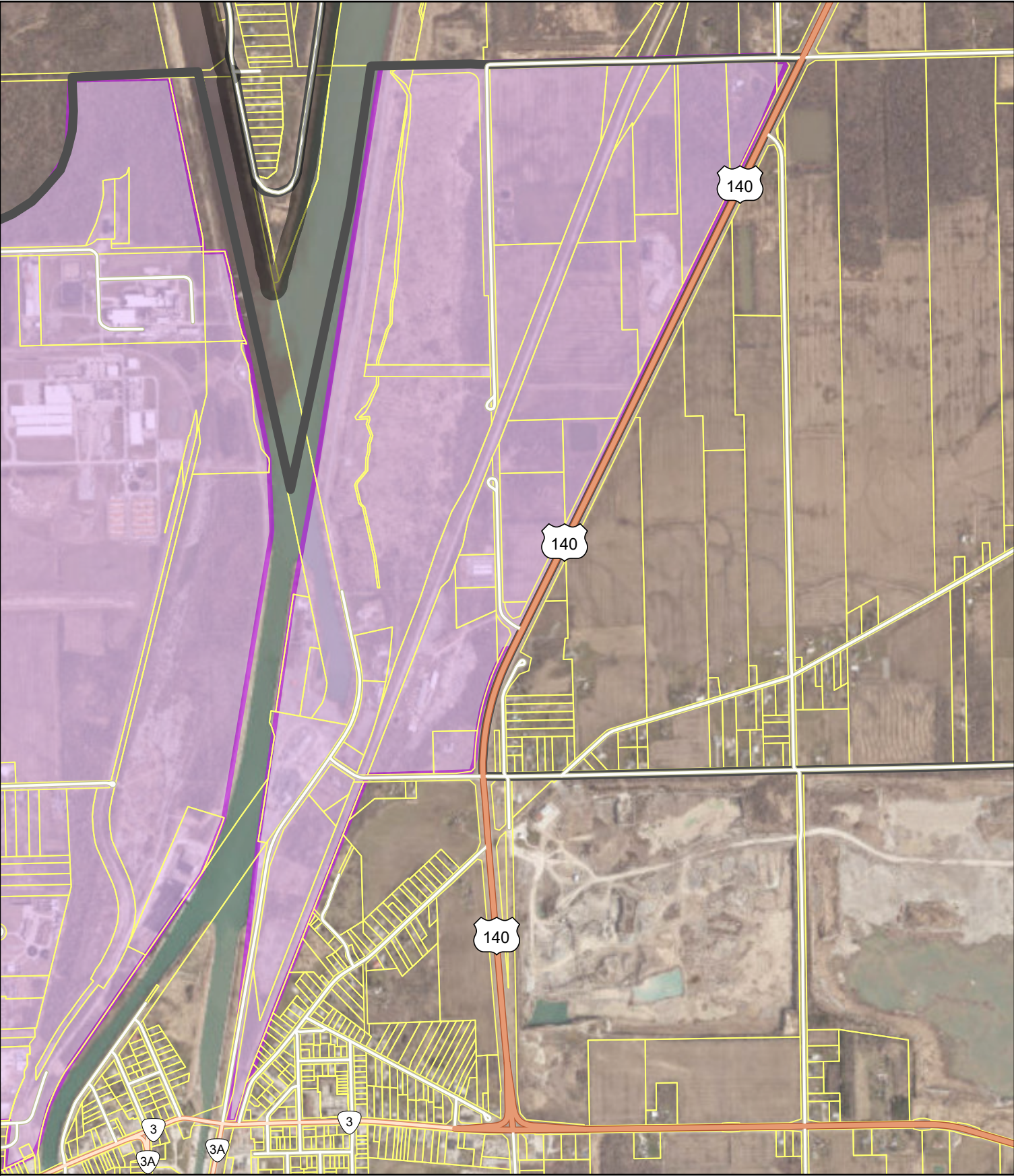
© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.



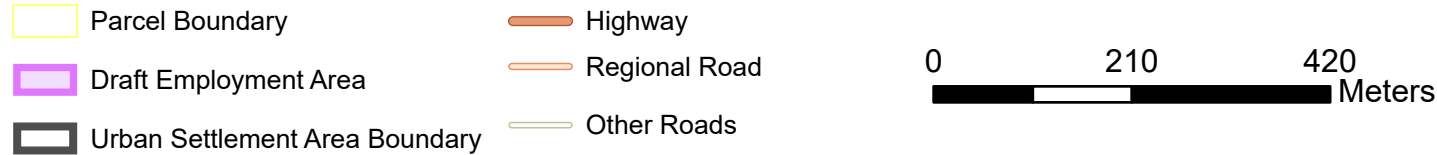
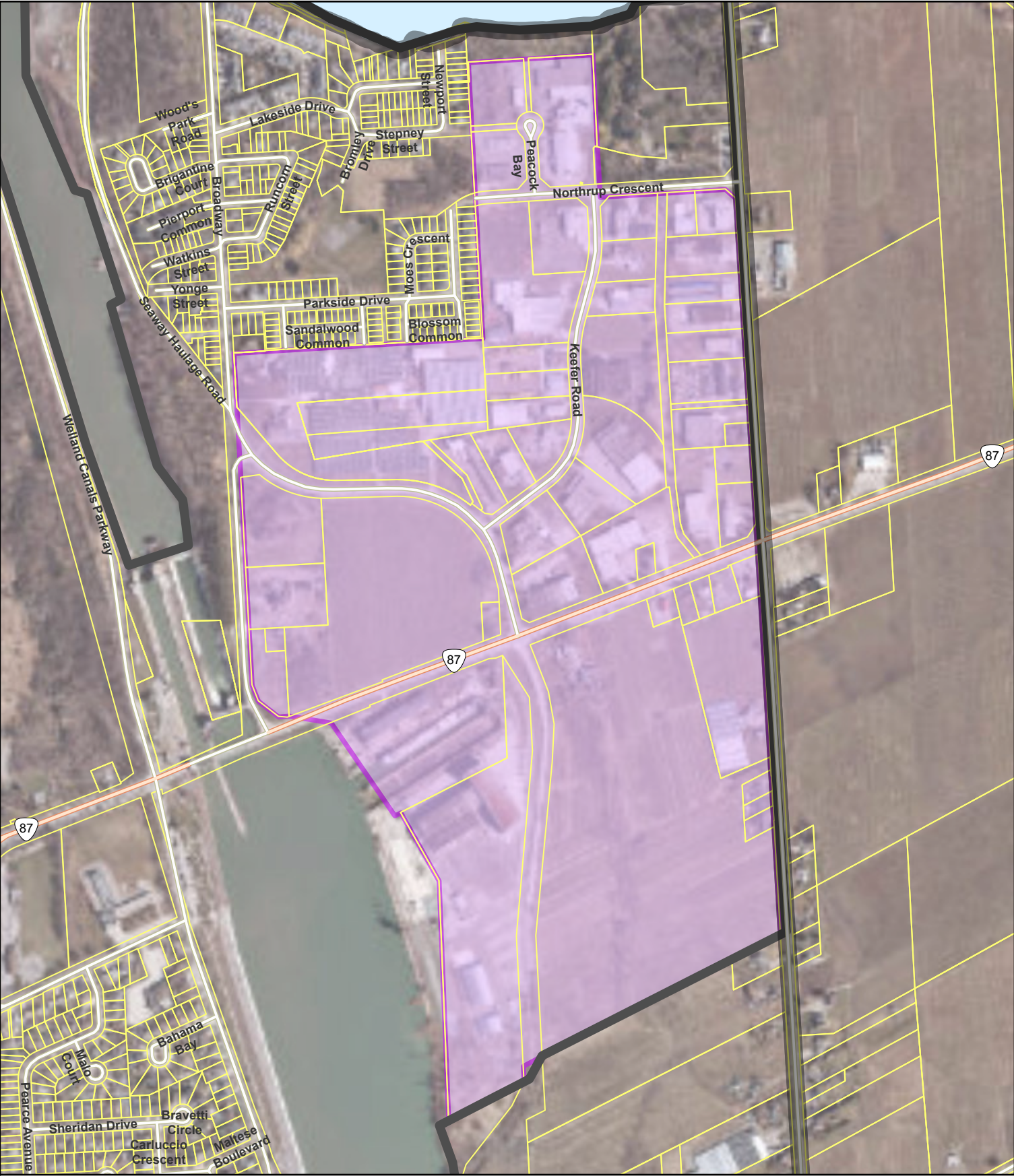
© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.



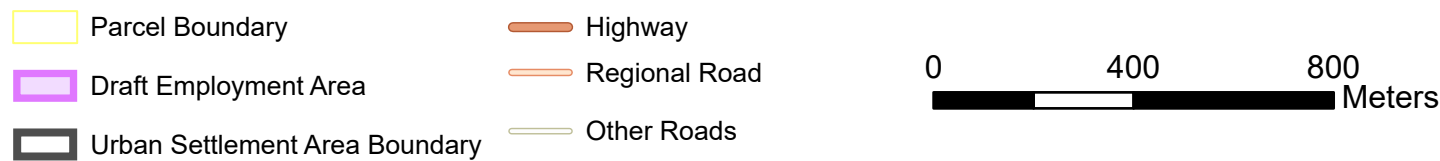
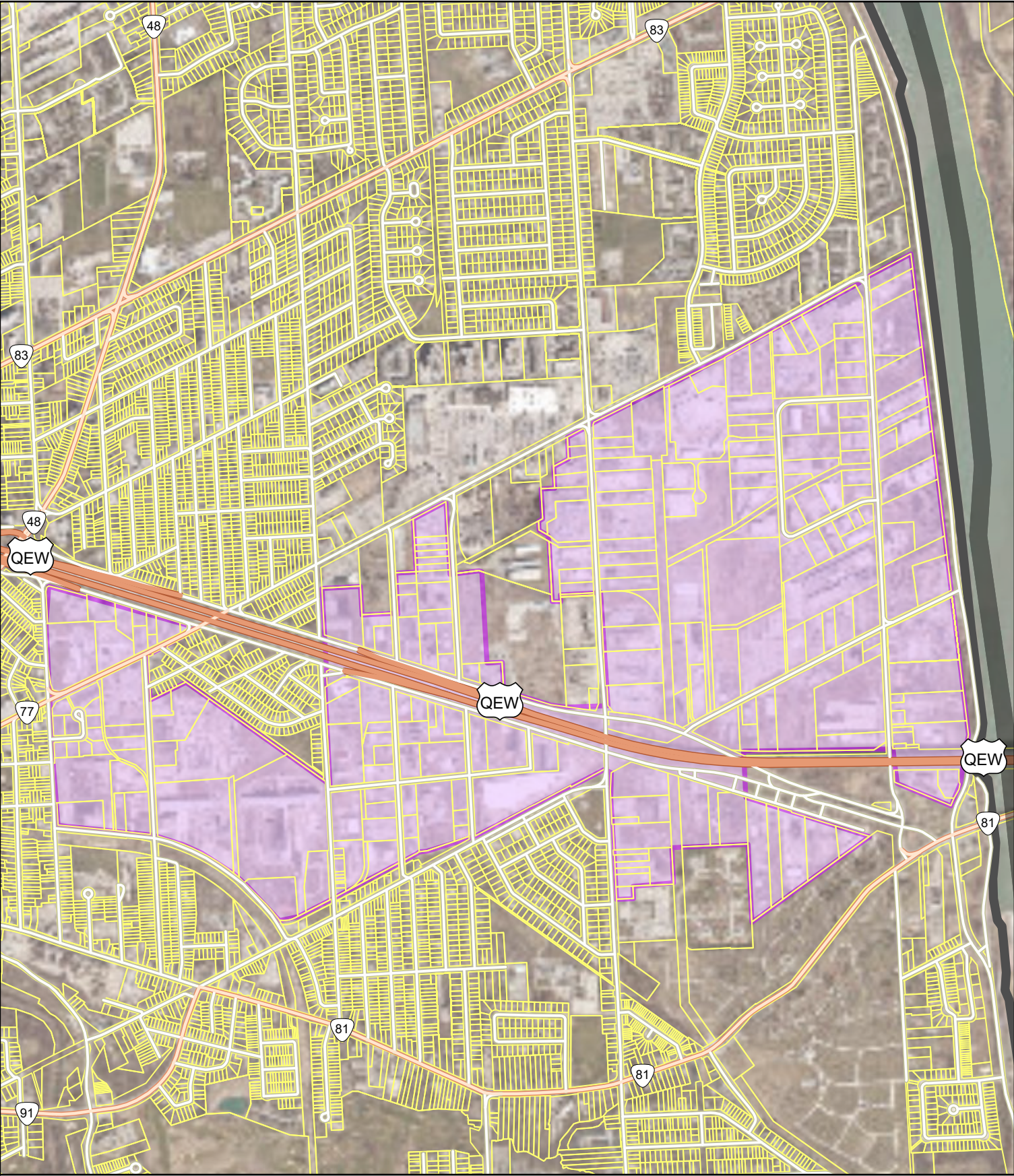
© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.



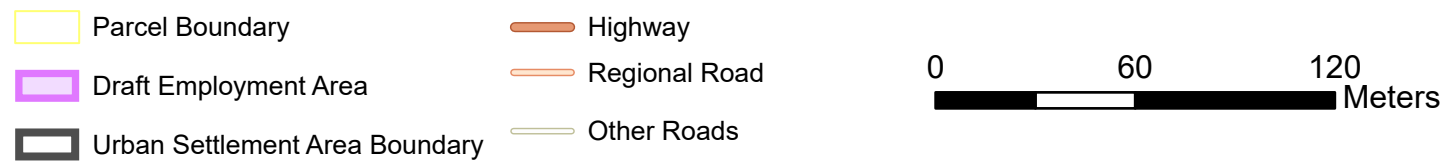
© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.



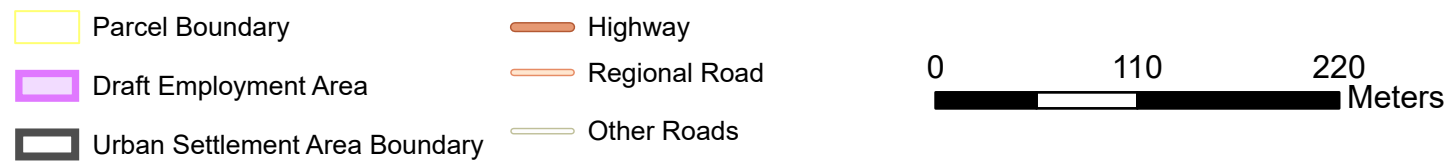
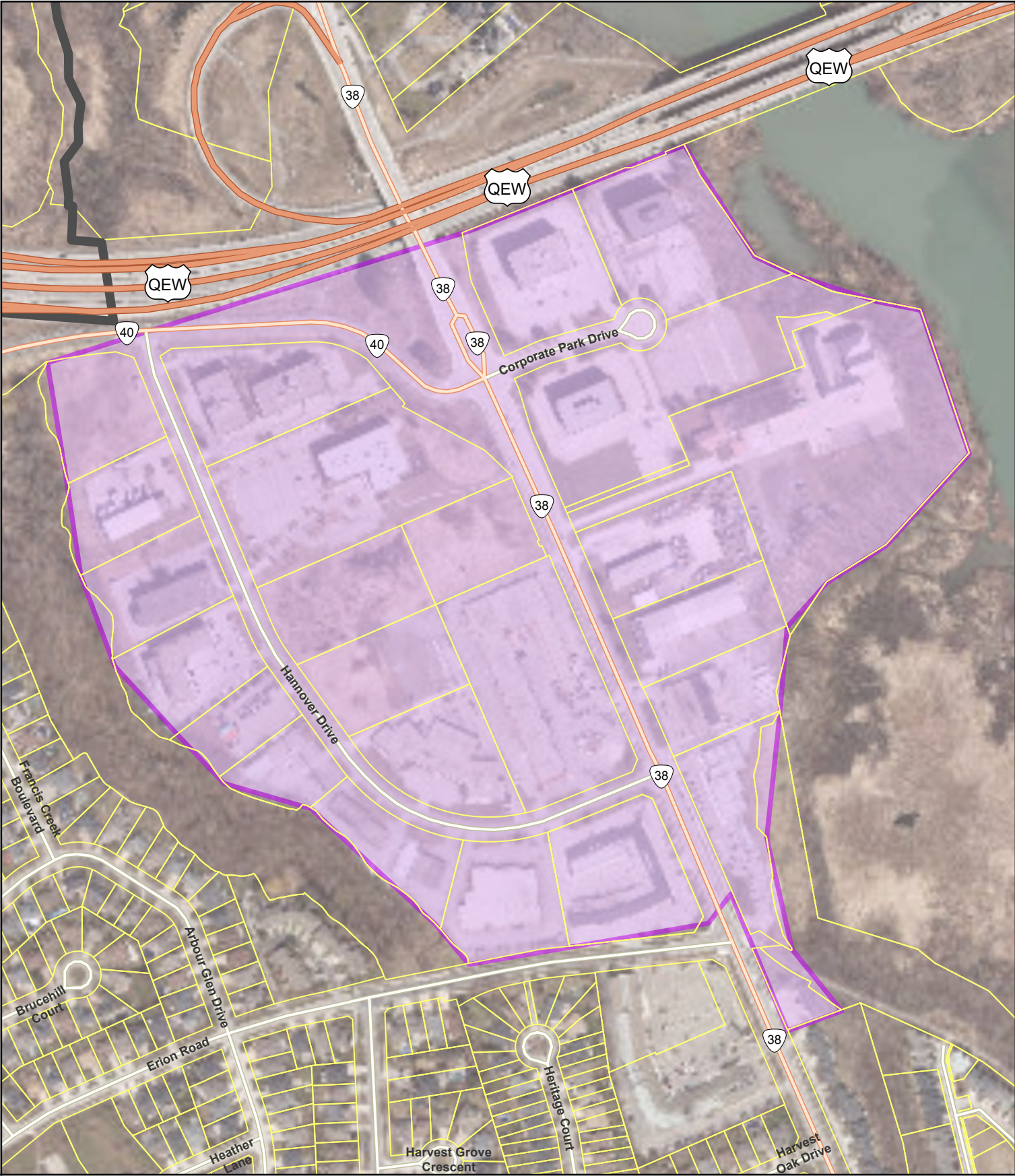
© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.



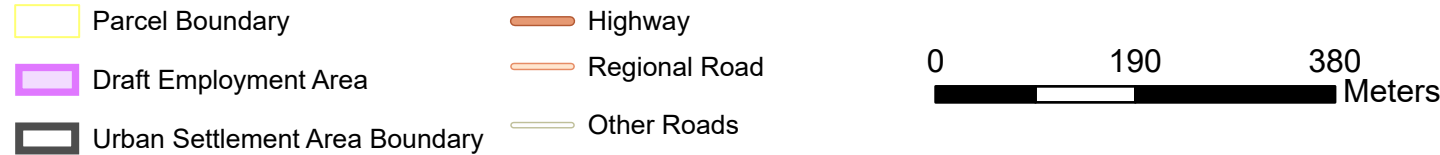
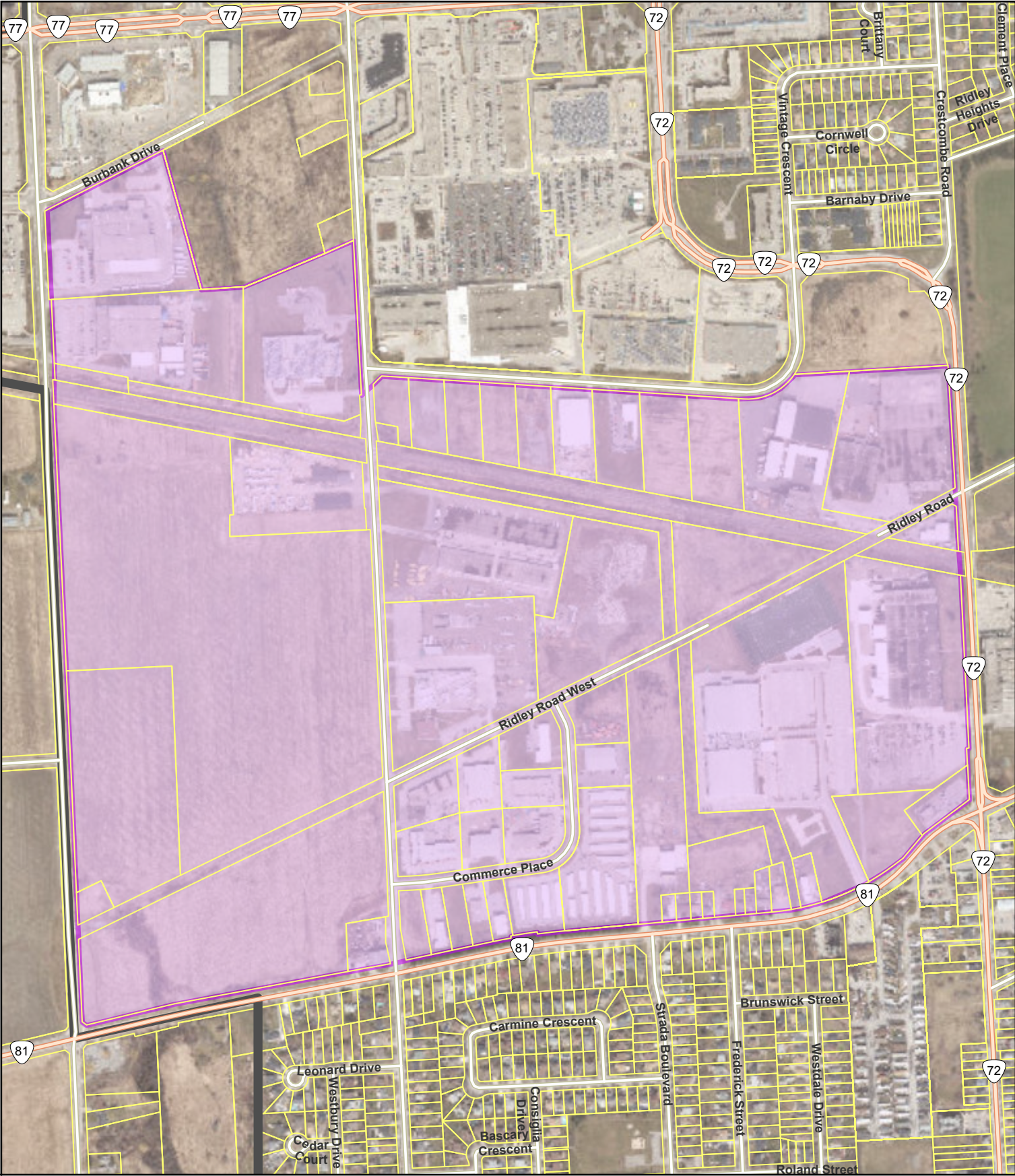
© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.

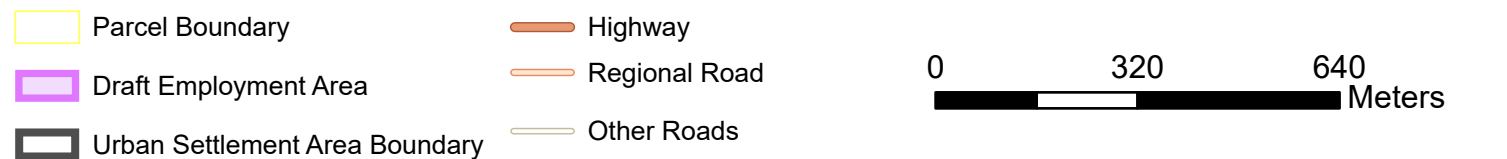
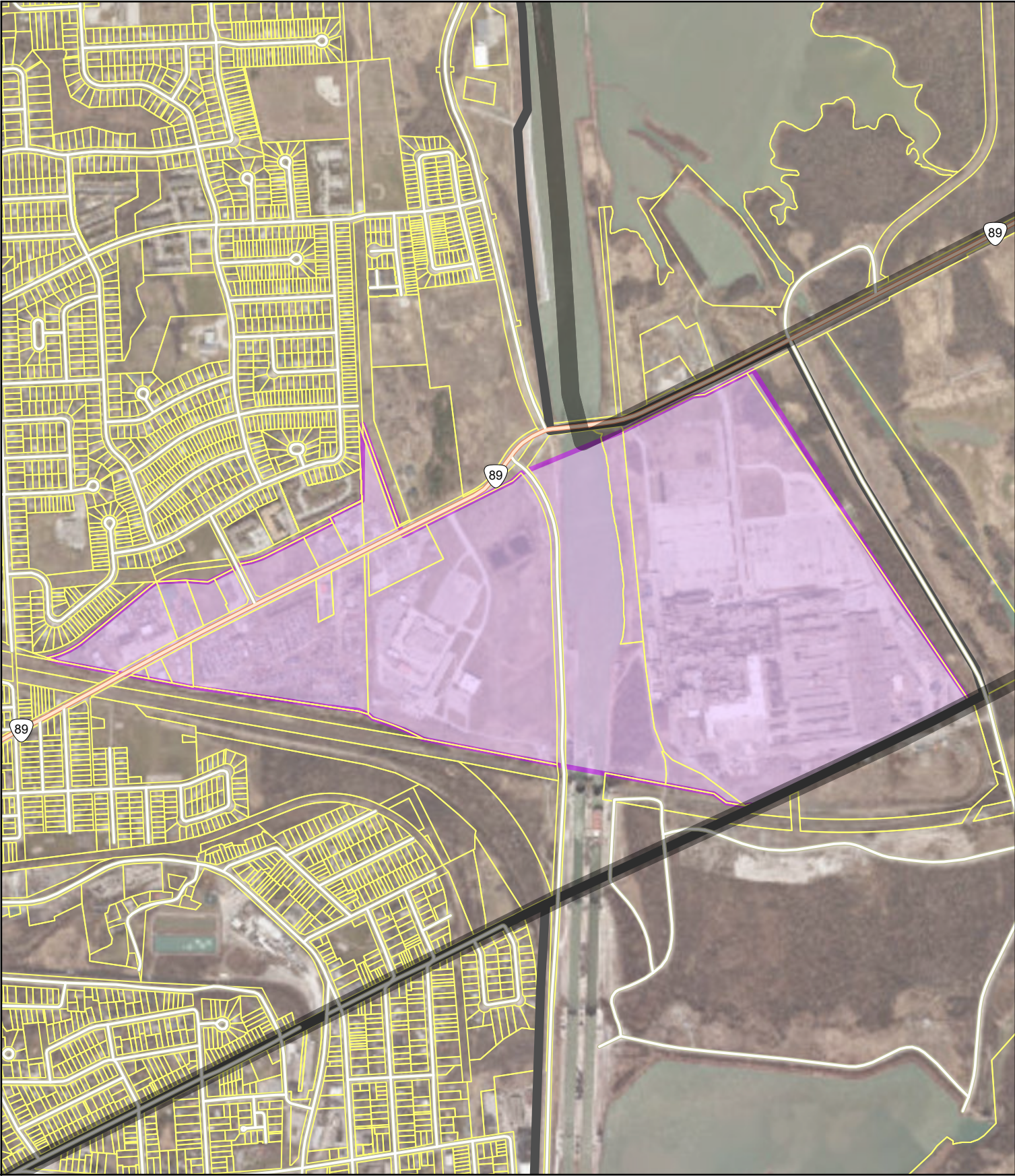


© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.

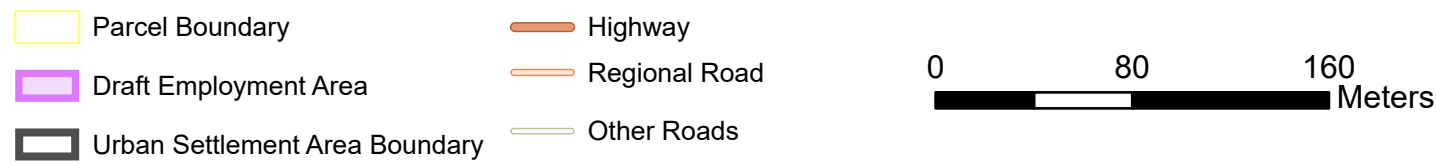
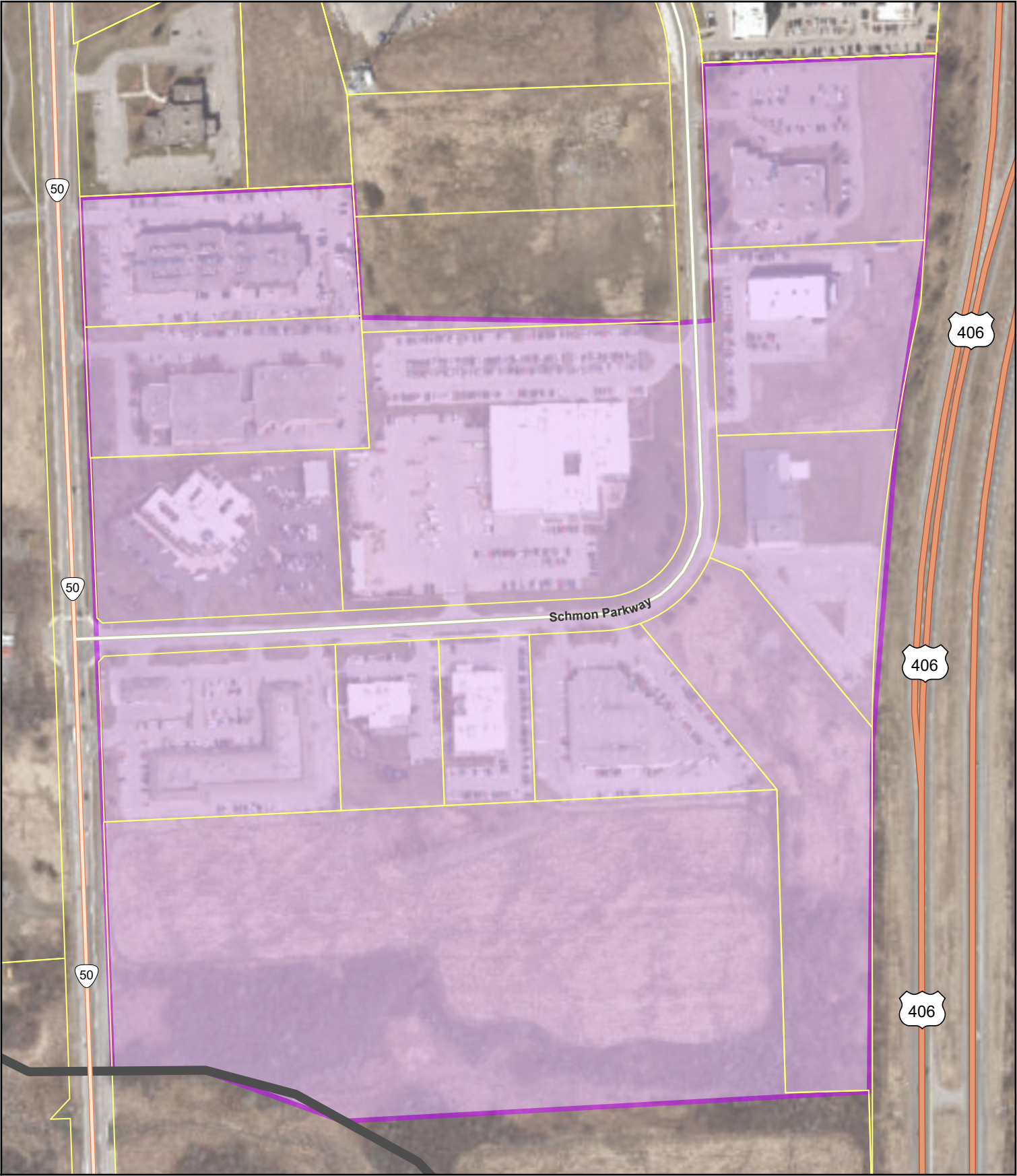


© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.

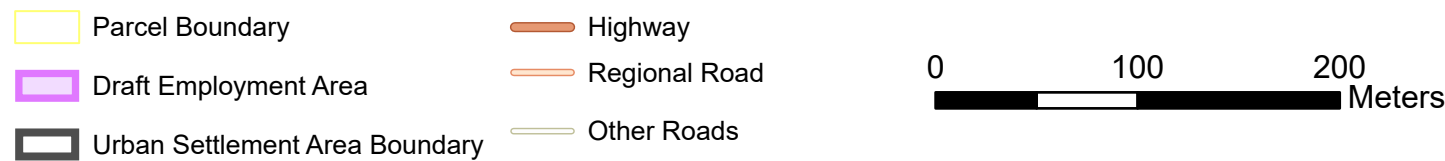




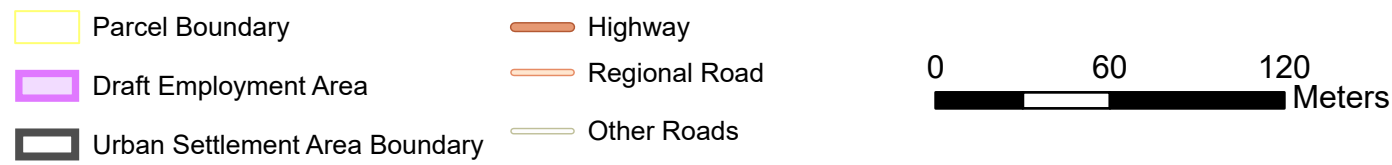
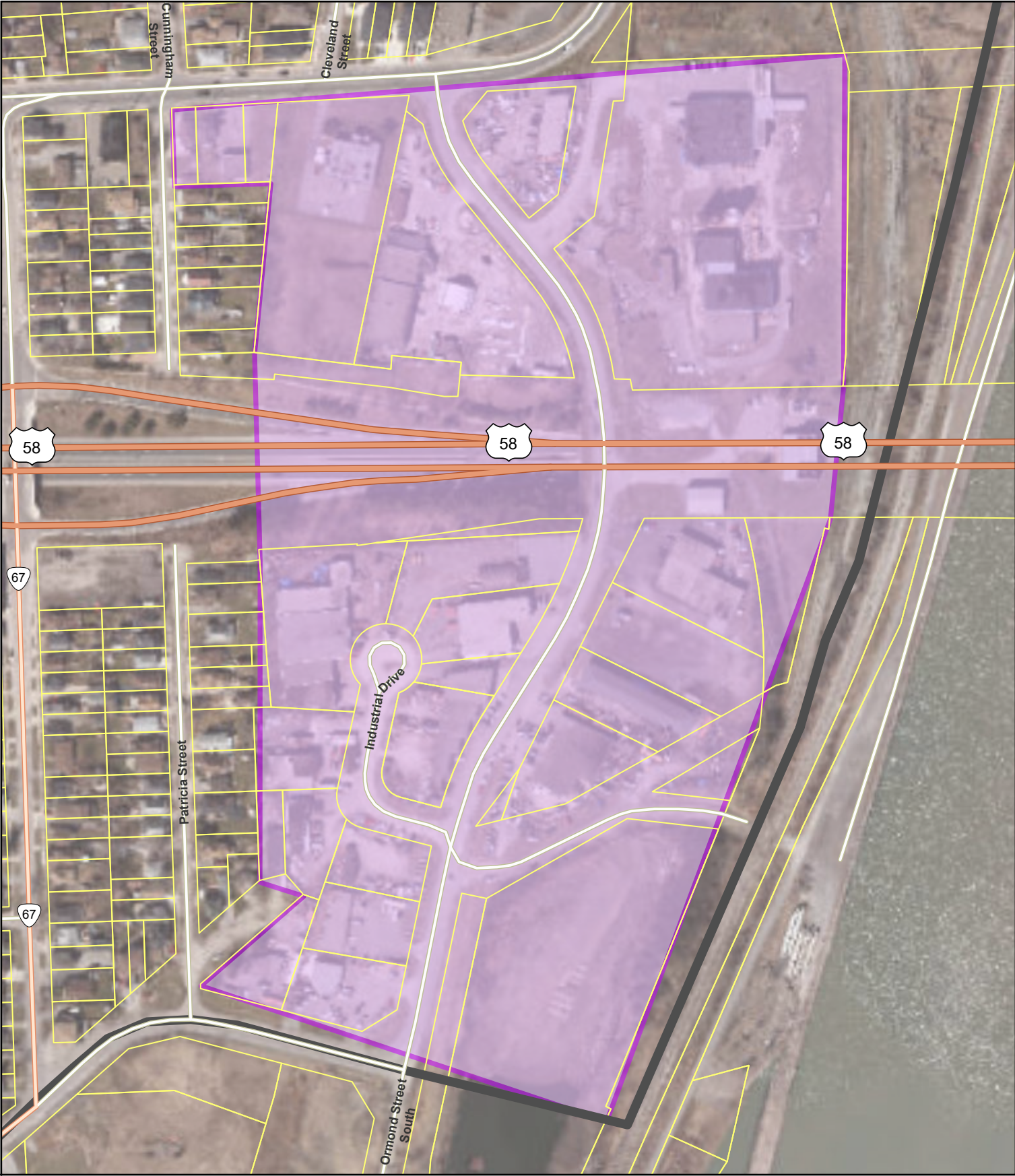
© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.



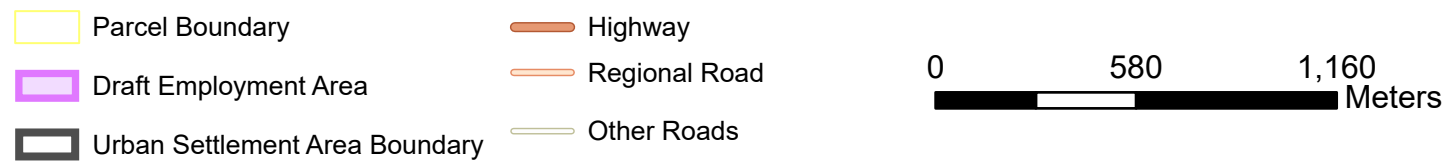
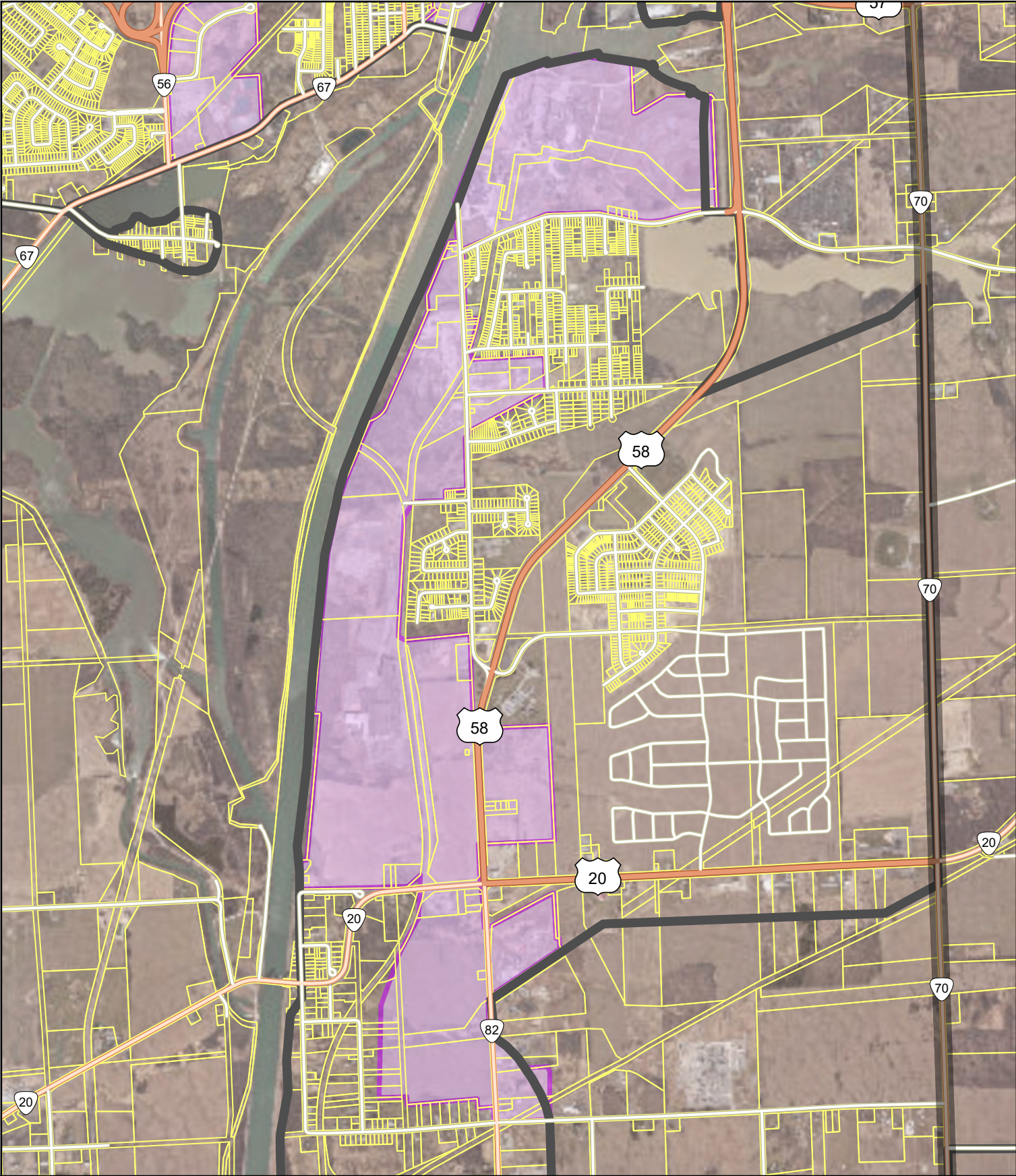
© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.



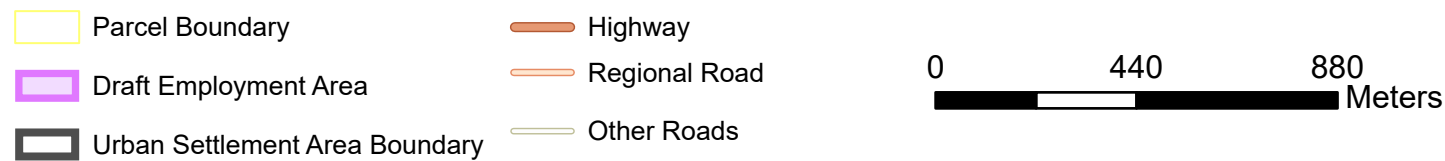
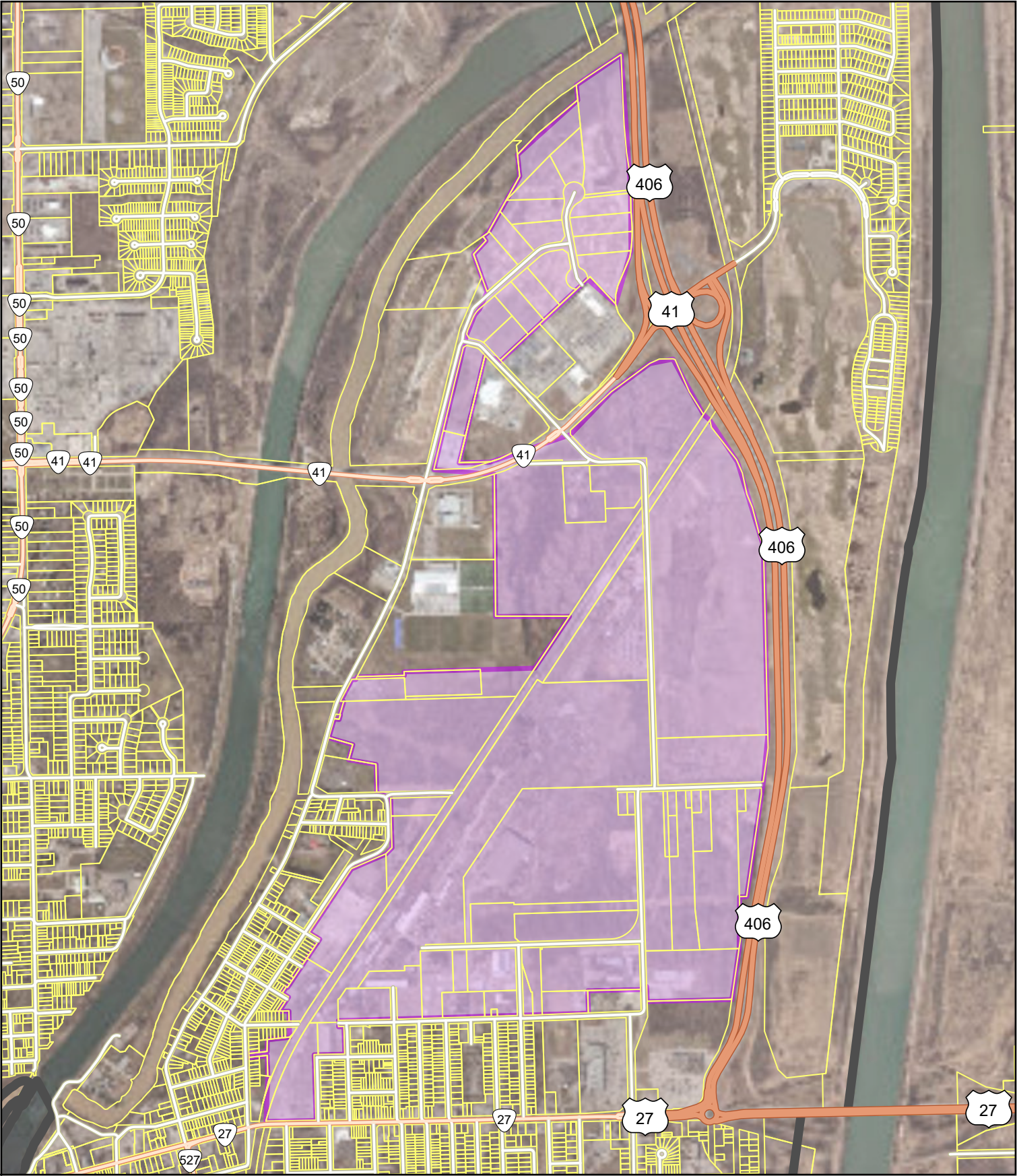
© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.



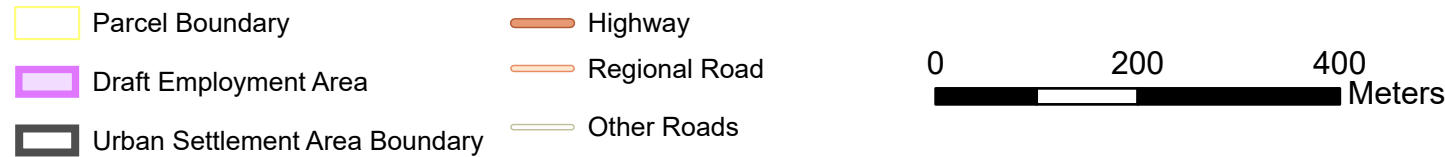
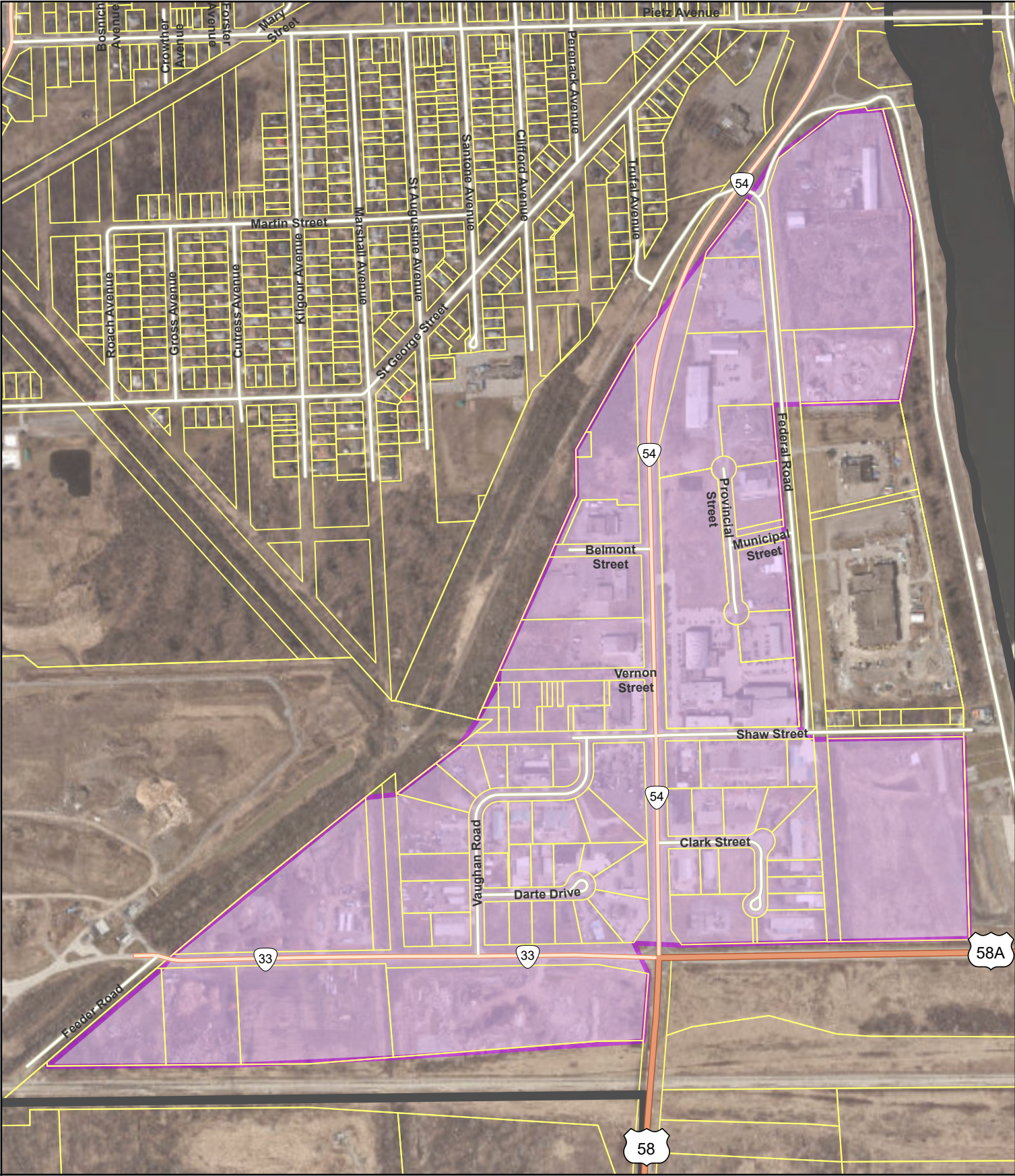
© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.



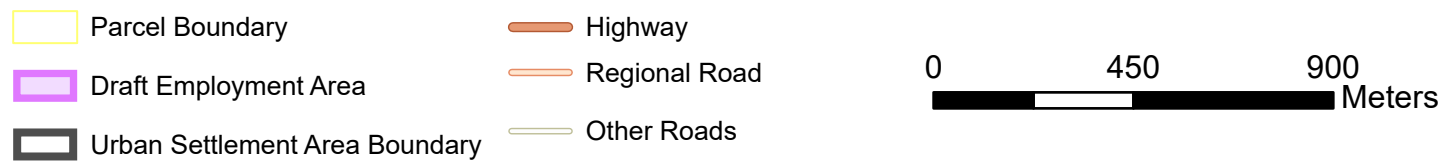
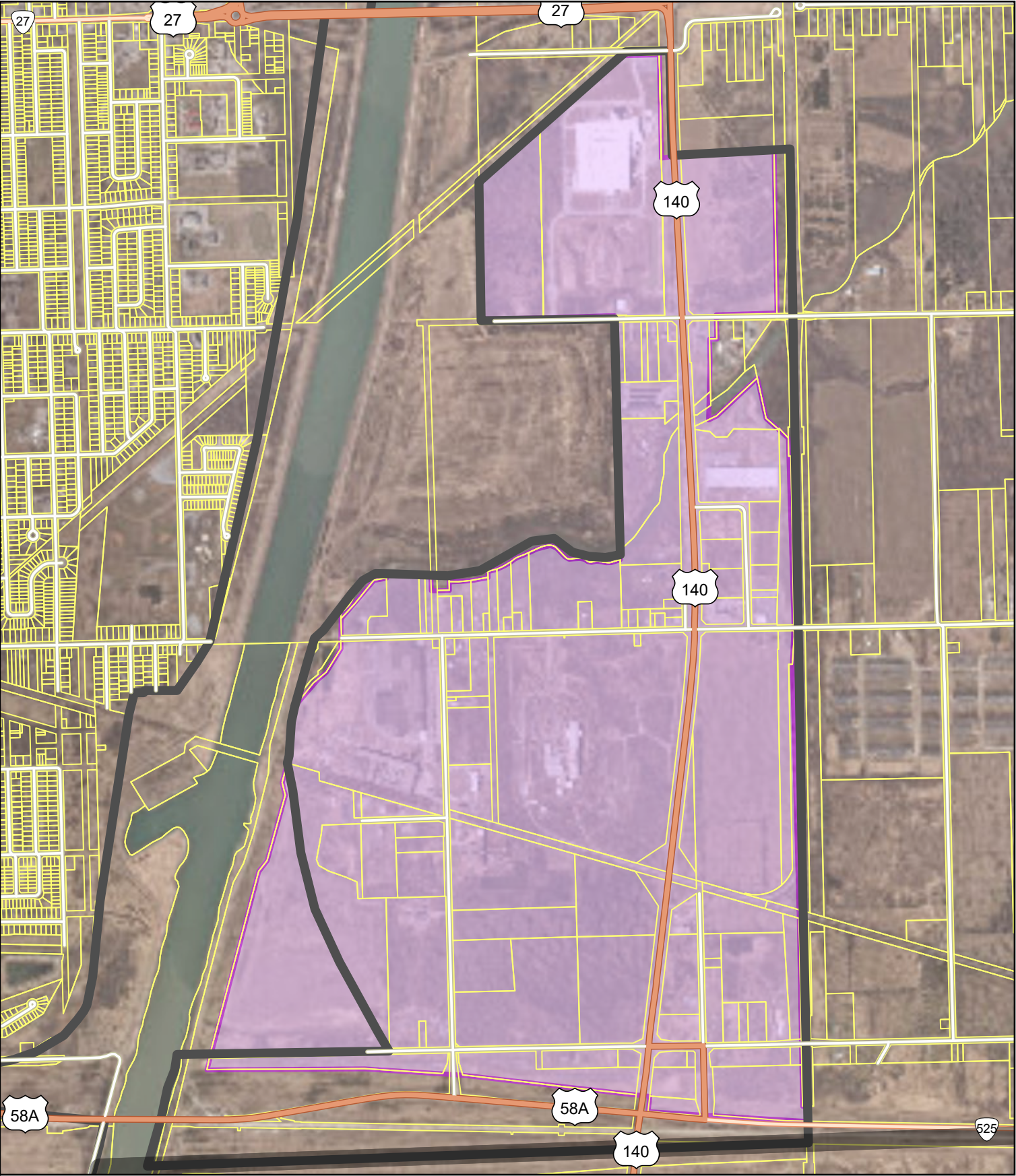
© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.



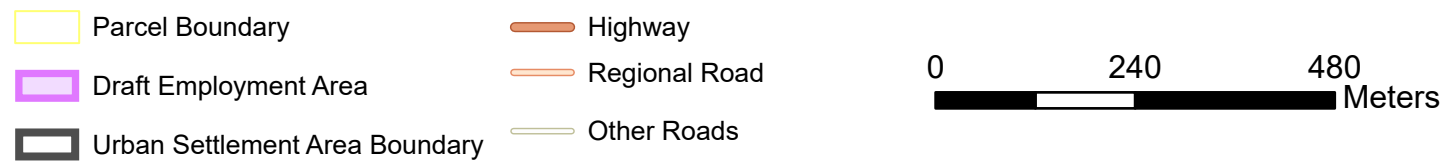
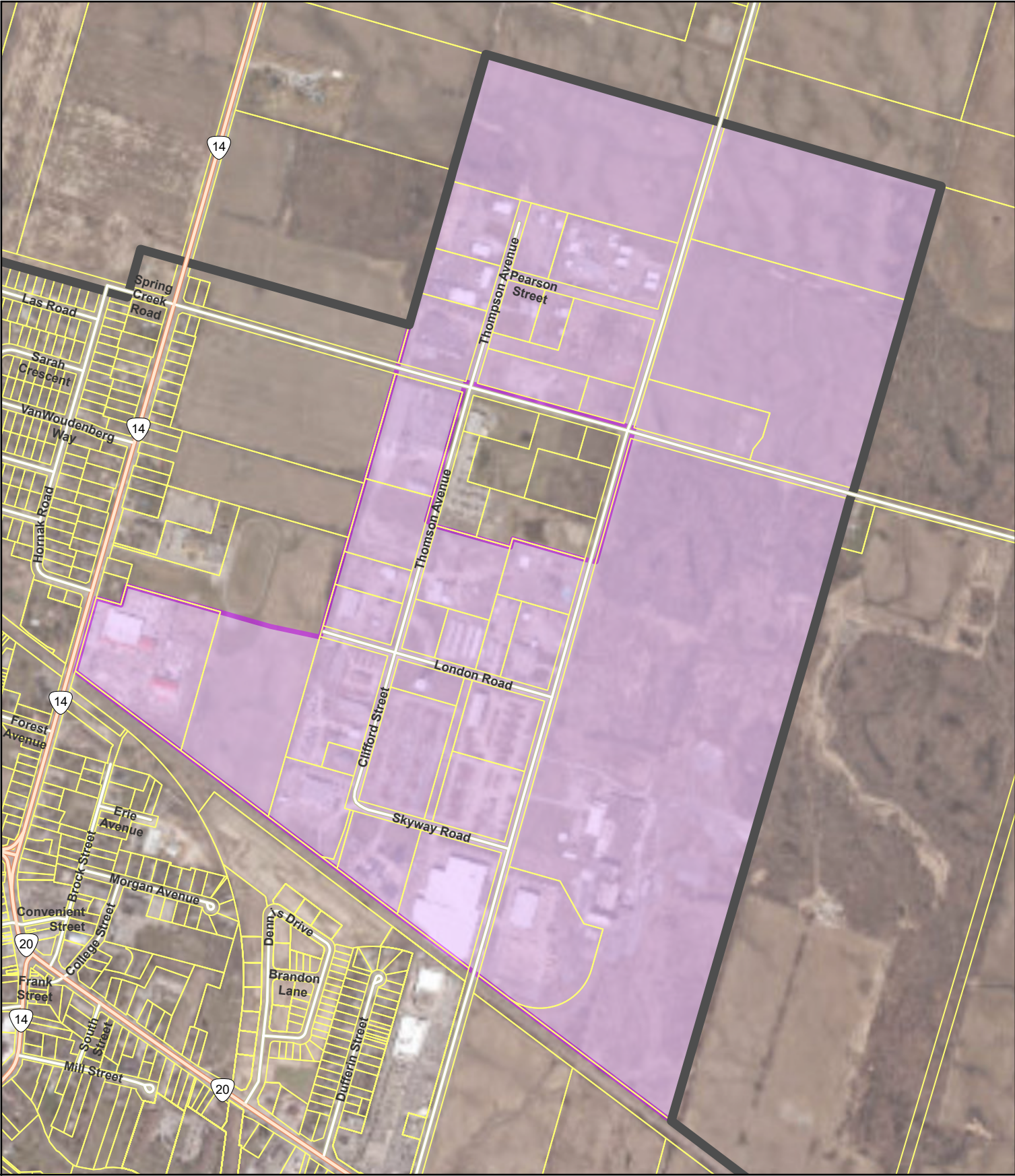
© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.



© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.



© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.



© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.

DRAFT



employment

3. Employment

3.A Niagara Economic Gateway

3.A.1 General

The *Niagara Economic Gateway* comprises:

- a) ~~The~~the Gateway Economic Zone which includes all ~~Settlement Areas~~settlement areas within Niagara Falls and Fort Erie as shown in Schedule G1;
- b) ~~The~~the Gateway Economic Centre which includes all ~~Settlement Areas~~settlement areas within Thorold, Welland and Port Colborne as shown in Schedule G1;
- c) ~~Existing~~the rural employment lands within the Niagara Economic Gateway as shown in Schedule G2;
- ~~e)~~d) existing port *infrastructure*, particularly in the Cities of Port Colborne, Welland and Thorold;
- ~~e)~~e) ~~The~~the five border crossings to the ~~US~~United States including the Queenston-Lewiston Bridge, the Whirlpool Bridge, the Rainbow Bridge, the Peace Bridge and the rail crossing between Fort Erie and Buffalo;
- ~~e)~~f) ~~The Queen Elizabeth Way~~the QEW Corridor between Fort Erie and Niagara Falls;
- ~~f)~~g) ~~The~~the Welland Canal including linkages between the *Urban Growth Centre* in St. Catharines and Thorold, Welland and Port Colborne;
- ~~g)~~h) Highway 406 and Highway 140, including linkages between the *Urban Growth Centre* in St. Catharines and Thorold, Welland and Port Colborne;
- ~~h)~~i) ~~The~~the major road network including improvements that may be initiated from time to time, particularly to the Netherby Road corridor between Welland and the ~~Queen Elizabeth Way~~QEW, and the Niagara to ~~GTA~~GTHA corridor;
- ~~i)~~j) ~~Major~~major rail *infrastructure* in Thorold, Welland, and Port Colborne as well as rail *infrastructure* connections to the United States and other parts of Canada;
- ~~j)~~k) ~~Transit~~transit services including possible improvements such as creating new intercity transit corridors within Niagara and better GO and passenger rail links between the ~~GTA~~GTHA and Niagara which could create nodes in the ~~Region~~region where both high density employment uses and housing could be established;
- ~~k)~~l) ~~Major~~major tourist destinations; and,
- ~~l)~~m) ~~Major~~major educational support facilities such as Brock University and Niagara College.

~~Location of the Niagara Economic Gateway~~

~~The lands described above are depicted on Schedules G1 and G2 and constitute the lands within the Niagara Economic Gateway.~~

~~Location of Niagara Economic Gateway Employment Lands~~

~~The lands located within the Niagara Economic Gateway, in the settlement areas, which are designated in local plans for employment land uses are depicted on Schedule G2.~~

Generally, it is the vacant lands depicted on Schedule C2 which are the subject of this Amendment.

Niagara Economic Gateway Employment Lands Vision

Challenges and Opportunities

The employment lands within the Niagara Economic Gateway present a unique opportunity for development. The vacant lands cover an area of over 2,000 hectares spread across the five local municipalities. Generally, the inventory of lands are scattered and disconnected from one another but are concentrated in a number of smaller clusters. Each of these clusters has its own set of advantages: some of the clusters are adjacent to education centres, like Brock University and Niagara College; others maintain transportation advantages, such as close proximity to a border crossing or access to the Welland Canal, rail lines or one of the Gateway's 400 series highways; others have access to full municipal services and already have detailed secondary plans in place; and still others are a collection of large, well configured greenfield properties with few constraints. At the same time, the clusters also have their own set of challenges: some areas are un-serviced and require upgrades to Regional and local infrastructure; other areas have a limited amount of planning direction and may have issues related to land use compatibility; other lands have environmental constraints which would need to be mitigated to facilitate development.

The Need for a Vision, Strategy and Action Plan

Given the range of issues and challenges, the considerable opportunity and the fact that the inventory of vacant land is spread across five municipalities, there is a need for a comprehensive vision, strategy and action plan.

The Vision

The vision for the Niagara Economic Gateway employment lands is to attract investment and promote employment growth in strategic locations. By addressing the challenges in a strategic and coordinated manner and by taking advantage of the unique locational opportunities and linking them with Niagara's market opportunities, Niagara will attract new investment to support its existing employment base and further develop its emerging employment clusters. The vision is to transform the collection of vacant lands into a diversified mix of vibrant, attractively designed, accessible and sustainable employment areas.

3.A.2 Objectives for the Niagara Economic Gateway

Objective 3.A.2.1 To implement Provincial, Regional and local plans and policies;

Objective 3.A.2.2 To strengthen Niagara's economy through strategic long range planning and economic diversification;

Objective 3.A.2.3 To support local municipal planning and economic development efforts through leadership and coordination;

- Objective 3.A.2.4** To attract private sector investment in Niagara's ~~to~~ existing and emerging ~~economic clusters;~~ employment lands and employment areas within the Niagara Economic Gateway.
- Objective 3.A.2.5** To promote cross-border trade and the efficient movement of goods.
- Objective 3.A.2.6** To promote the efficient use of *infrastructure*.
- Objective 3.A.2.7** To protect ~~strategic~~ employment lands and employment areas from unwarranted conversion to incompatible land uses.
- Objective 3.A.2.8** To promote planned, orderly, efficient *development* of *employment lands* that balances *development* with natural heritage.
- Objective 3.A.2.9** To promote attractive urban design and sustainable *development* ~~on the Gateway's designated~~ for employment lands uses within the Niagara Economic Gateway.
- Objective 3.A.2.10** To promote ~~employment land~~ the intensification of employment lands and ~~brownfield~~ the redevelopment of brownfield sites.
- Objective 3.A.2.11** To support appropriately located tourism facilities while maintaining the broader *employment land* focus of the *Gateway Economic Zone* and Gateway Economic Centre.
- Objective 3.A.2.12** To provide a framework for implementation.

3.A.3 Policies for the Niagara Economic Gateway

- Policy 3.A.3.1** The ~~Niagara~~ Gateway Economic Gateway Zone and Gateway Economic Centre consists of those *employment lands* within the *settlement areas* of the Cities of Thorold, Welland, Port Colborne, Niagara Falls, and the Town of Fort Erie. ~~The Niagara Economic Gateway Zone and Centre also includes Strategic Locations for Investment, generally shown on Appendix "I" to this Amendment. Employment land investment is to be concentrated in Strategic Locations for Investment, which are illustrated generally on Appendix I and are described as~~ including:
- ~~Lands~~ lands within the Brock Business Park in Thorold;
 - ~~Lands~~ lands adjacent to Highway 406 in Welland;
 - ~~Lands~~ lands adjacent to the Welland Canal in Thorold and lands adjacent to the Welland Canal and Highway 140 in Welland and Port Colborne;
 - ~~Lands~~ lands within the Fort Erie Industrial Park in Fort Erie;
 - ~~Lands~~ lands near the Whirlpool Bridge border crossing in Niagara Falls; and,
 - ~~Lands~~ lands adjacent to the QEW in Niagara Falls.

Policy 3.A.3.2 Lands within the *Niagara Economic Gateway* municipalities and within *settlement areas* shall also be a focus for *employment land* and *development*. The Strategic Locations for Investment are a focus for financial incentives through Community Improvement Plans. Other areas of employment within local municipalities and their ~~Official Plans~~ *official plans* that are within a *settlement area* shall be recognized as Gateway *employment lands*. The lands of the Canadian Motor Speedway, should the required ~~Official Plan Amendment~~ *official plan amendment* be approved by the Ontario Municipal Board, shall be considered part of the *Gateway Economic Zone*.

Policy 3.A.3.3 The *Region* recognizes the St. Catharines *Urban Growth Centre* as the location for *major office* land uses. Office uses within the *Gateway Economic Zone* and *Gateway Economic Centre* are to be limited in size and scope to ensure the *major office* function of the St. Catharines *Urban Growth Centre* is maintained and enhanced.

Policy 3.A.3.4 The concept for the Brock Business Park Revitalization is to capitalize on market opportunities for research and *development* and the close proximity to Brock University and Highway 406 by transforming the area into an integrated, mixed-use, campus-style setting which caters to incubators, innovator, limited office uses, and related uses.

In order to address the challenges, capitalize on opportunities and transform the concept into reality, the following tools will be utilized:

- a) ~~Preparation~~ *preparation* of a joint secondary plan to coordinate *development* and refine the concept;
- b) ~~Preparation~~ *preparation* of a public realm improvement program to re-energize the area and attract new investment;
- c) ~~Preparation~~ *preparation* of supporting plans for servicing and transportation (including *active transportation* and transit);
- d) ~~Preparation~~ *preparation* of urban design guidelines; and,
- e) ~~Updating~~ *updating* relevant local plans, policies, and zoning by-laws.

Policy 3.A.3.5 The ~~Concept~~ *concept* for the Highway 406 Economic Gateway is to capitalize on proximity and access to Highways 140 and 406 by attracting industries in transportation, logistics, warehousing, food processing, advanced manufacturing and wholesale trade activities and other uses set out in the local official plan.

In order to address the challenges, capitalize on opportunities and transform the concept into reality, the following tools will be utilized:

- a) ~~Preparation~~ *preparation* of a master plan or secondary plan to coordinate *development* and refine the concept;
- b) ~~Preparation~~ *preparation* of supporting plans for servicing and transportation (including *active transportation* and transit);
- c) ~~Preparation~~ *preparation* of urban design guidelines;

- d) ~~Preparation~~[preparation](#) of an investment strategy to attract target industries; and,
- e) ~~Updating~~[updating](#) relevant local plans and policies.

Policy 3.A.3.6

The concept for the Welland Canal Green Manufacturing and Assembly Zone is to capitalize on proximity and access to the Welland Canal and relative proximity to the 400 series highway network and rail lines by identifying a location for large scale green manufacturing and assembly industries and other heavy industries which require specialized transportation modes. Recognizing the servicing constraints, the *Region* is supportive of a transitional approach to *development*, which might include dry industrial *development* as an interim use.

Land use compatibility with planned residential *development* in the Dain City area of the City of Welland is to be achieved and will be assessed as part of specific applications for *development* of site(s) in the Welland Canal Green Manufacturing and Assembly Zone. The Land Use Compatibility Guidelines of the Ministry of Environment (Ontario) will be the basis for determining compatibility and required mitigative measures; land use compatibility studies will be required for lands in the vicinity of the Dain City community in the City of Welland.

In order to address the challenges, capitalize on opportunities and transform the concept into reality, the following tools will be utilized:

- a) ~~Preparation~~[preparation](#) of a master plan or secondary plan to coordinate *development* and refine the concept;
- b) ~~Preparation~~[preparation](#) of supporting plans for servicing and transportation including any Environmental Assessment to provide water and wastewater services to these lands and including *active transportation* and transit;
- c) ~~Preparation~~[preparation](#) of urban design guidelines;
- d) ~~Preparation~~[preparation](#) of an investment strategy to attract target industries; and,
- e) ~~Updating~~[updating](#) relevant local plans and policies.

Policy 3.A.3.7

The concept for the Fort Erie Industrial Park is to capitalize on market opportunities for advanced manufacturing, cross—border trade, transportation and warehousing industries. In order to address the challenges, capitalize on opportunities and transform the concept into reality, the following tools will be utilized:

- a) ~~Implementation~~[implementation](#) of the Master Servicing and Development Strategy/Environmental Assessment for the Fort Erie Industrial Park and updating/preparation of the following as needed to implement the [Master Servicing and Development Strategy](#):
 - i. ~~Preparation~~[preparation](#) of a master plan or secondary plan to coordinate *development* and refine the concept;

- ii. ~~Preparation~~[preparation](#) of supporting plans for servicing and transportation (including *active transportation* and transit);
- iii. ~~Preparation~~[preparation](#) of urban design guidelines;
- iv. ~~Preparation~~[preparation](#) of an investment strategy to attract target industries;
- v. ~~Preparation~~[preparation](#) of a study area-wide ~~environmental impact study~~[Environmental Impact Study](#) to assess potential opportunities for wetland restoration, enhancement and compensation in coordination with *development* of the lands and the ~~Environmental~~[environmental](#) policies of this Plan; and,
- vi. ~~Updating~~[updating](#) relevant local plans, policies and zoning by-laws.

Policy 3.A.3.8

The concept for the Niagara Falls Priority Investment Area is to capitalize on market opportunities for cross-border trade by identifying a location for secure storage, warehousing and logistics facilities in close proximity to a border crossing. These lands include the areas within the Niagara Falls Community Improvement Plan Pilot Project Area.

In order to address the challenges, capitalize on opportunities and transform the concept into reality, the following tools will be utilized:

- a) ~~Preparation~~[preparation](#) of a master plan or secondary plan to coordinate *development* and refine the concept;
- b) ~~Preparation~~[preparation](#) of supporting plans for servicing and transportation (including *active transportation* and transit);
- c) ~~Preparation~~[preparation](#) of urban design guidelines;
- d) ~~Preparation~~[preparation](#) of an investment strategy to attract target industries;
- e) ~~Updating~~[updating](#) relevant local plans, policies, and zoning by-laws.

Policy 3.A.3.9

The concept for the Niagara Falls QEW Business Park is to capitalize on long-term opportunities for business and services in close proximity to 400 series highways focusing on manufacturing, warehousing and other *employment land* uses.

In order to address challenges, capitalize on opportunities and transform the concept into reality, the following tools will be utilized:

- a) ~~Preparation~~[preparation](#) of a master plan or secondary plan to coordinate *development* and refine the concept;
- b) ~~Preparation~~[preparation](#) of supporting plans for servicing and transportation (including *active transportation* and transit);
- c) ~~Preparation~~[preparation](#) of urban design guidelines;
- d) ~~Preparation~~[preparation](#) of an investment strategy to attract target industries;
- e) ~~Updating~~[updating](#) relevant local plans, policies and zoning by-laws.

Policy 3.A.3.10 Where appropriate, the *Region* encourages *intensification* on existing occupied *employment lands* through:

- a) ~~Expansion~~expansion to existing employment uses and/or land operations;
- b) ~~Conversion~~conversion or reuse of existing buildings into new employment uses;
- c) ~~Infilling~~infilling of vacant lots within *employment areas*;
- d) ~~Severance~~severance or subdivision of larger employment properties to accommodate new employment uses.

Policy 3.A.3.11 The *Region* recognizes the role that the market plays in determining where and how reinvestment on *employment lands* will occur. Accordingly, the *Region* will promote *intensification* of its *employment lands* by:

- a) ~~Where~~where possible, directing denser forms of *development*, including limited office type uses, into strategic nodes and corridors and revitalization areas;
- b) ~~Ensuring~~ensuring that employment-supportive uses remain accessory to the principle use and focus of an area as set out in this Plan;
- c) ~~Where~~where appropriate, maintaining and protecting *employment land* designations on *brownfield sites* from inappropriate conversion;
- d) ~~Enhancing~~enhancing the attractiveness of existing *employment lands* through strategic improvements to ~~regional~~Regional infrastructure, transportation, urban design and the public realm; and,
- e) ~~Working~~working with the local municipalities to develop strategies ~~employment land for the development which includes of~~employment lands that include policies for *intensification*.

Policy 3.A.3.12 The principle tool for implementation shall be local ~~Official Plans~~official plans and ~~Zoning By-laws~~zoning by-laws. Local ~~Official Plans~~official plans shall be updated to reflect the vision, strategy and action plan articulated in this ~~Amendment~~Plan. It is expected that the *Region* and local municipalities will also undertake a variety of implementation items, including, but not limited to, Community Improvement Plans, secondary plans and master plans and *infrastructure* studies and plans.

Policy 3.A.3.13 In most cases, more detailed secondary and master planning has been recommended to facilitate change and *development*. The *Region* will work with local municipalities and support secondary planning efforts within the Niagara Economic Gateway. The terms of reference for new secondary plans or master plans should be prepared jointly, in a coordinated manner to ensure that key areas, including land use, urban design, the environment, phasing of *development*, *infrastructure* and transportation are adequately addressed.

Policy 3.A.3.13 ~~14~~ The *Region* will prepare a Gateway-specific Community Improvement Plan to attract investment ~~onto the employment lands within the~~ Niagara Economic Gateway. The *Region* encourages ~~Local Area Municipalities~~ local municipalities to develop Community Improvement Plans in accordance with the *Region's* Community Improvement Plan to maximize incentives and provide consistent opportunities for investment.

Policy 3.A.3.14 ~~15~~ The Development Permit System is an additional implementation tool that may be used to achieve the *Region's* goals, objectives and policies of this Plan and the local municipal ~~Official Plans~~ official plans. The Development Permit ~~system~~ System is ~~intended to be~~ a flexible planning tool which combines zoning and site plan control and minor variance into one process and is administered by the *local municipality*. ~~Niagara~~ The *Region* supports the use of the ~~development permit system~~ Development Permit System in the Niagara Economic Gateway and will develop local model ~~development permit system~~ Development Permit System policies for the Gateway.

Policy 3.A.3.15 ~~16~~ The *Region* recognizes the importance of all *employment lands* in the *Region* region. Accordingly, the *Region* will ~~prepare a similar strategy for work on an Employment Area Strategy for all employment areas and employment lands within and~~ outside of the Niagara Economic Gateway lands.

~~**Policy 3.A.3.17** The conversion of Employment Areas lands shall only be considered through a municipal comprehensive review pursuant to the provisions of Growth Plan for the Greater Golden Horseshoe. In the case of a downtown area or a regeneration area, conversions shall be considered through a comprehensive review pursuant to the provisions of the Provincial Policy Statement.~~

~~**Policy 3.A.3.18**~~ **Policy 3.A.3.16** The conversion of lands within employment areas to non-employment uses are not permitted except pursuant to section 4.E "Employment Conversion".

Policy 3.A.3.17 The *Region* will identify transportation improvements and upgrades required to support the Niagara Gateway Employment Lands Strategy. Transportation improvements should be identified through a comprehensive Gateway-specific transportation plan which examines the needs for:

- a) ~~Road~~ road and highway infrastructure;
- b) ~~Rail~~ rail infrastructure;
- c) ~~Border~~ border and bridge crossing infrastructure;
- d) ~~The~~ the major port as identified in the Provincial Growth Plan for the Greater Golden Horseshoe;
- e) ~~The~~ the Welland Canal and port infrastructure;
- f) ~~Transit~~ transit; and,
- g) ~~Active~~ active transportation.

Policy 3.A.3.18 The *Region* will confirm the Regional *infrastructure* improvements and upgrades required to support the Niagara Gateway Employment Lands Strategy. Improvements to *infrastructure* were generally identified through the Gateway Employments Lands Study, but should be confirmed through the *Region's* Master Servicing Study and examine:

- a) ~~Water~~ water supply;
- b) Regional water distribution network;
- c) ~~Sanitary~~ sanitary supply (wastewater);
- d) Regional sanitary sewer distribution network;
- e) ~~Stormwater~~ stormwater; and,
- f) ~~Opportunities~~ opportunities to apply sustainable and green *infrastructure* solutions.

Policy 3.A.3.19 Local municipalities will develop phasing strategies for vacant, un-serviced *employment lands*. Phasing strategies should be prepared at the time of either local official plan reviews or *infrastructure* master plan updates and also be part of broader servicing strategies which examine phasing for *development*. Priority will be given in phasing plans for first, lands within the *urban area* that are fully or partially serviced, subject to full servicing being provided. The second priority will be for vacant, ~~unserviced~~ un-serviced lands within the *urban area*.

Policy 3.A.3.20 The *Region* and local municipalities will align its capital planning for new *infrastructure* and transportation with the Strategic Locations for Investment identified in ~~this Amendment~~ section 3.A.3.1 "Policies for the Niagara Economic Gateway". An acceptable financial strategy must be prepared and approved by Regional Council for the provision of Regional *infrastructure*.

Policy 3.A.3.21 The *Region* will encourage cross-border trade through:

- a) ~~Strategic~~ strategic improvements to Regional *infrastructure*;
- b) ~~Working~~ working with the *Province* and the Federal ~~governments~~ government to improve and upgrade border crossing *infrastructure*;
- c) ~~Preparation~~ preparation of a Regional ~~goods movement strategy~~ Goods Movement Study;
- d) ~~Examining~~ examining issues and opportunities for cross-border trade with the ~~US~~ United States; and,
- e) ~~Examining~~ examining issues and opportunities for a Niagara Free Trade Zone / Export Distribution Zone within the *Niagara Economic Gateway*.

Policy 3.A.3.22 The *Region* will continue to work the Federal, Provincial and local governments, the private sector and other agencies to attract investment into ~~Niagara's~~ the Niagara *Economic Gateway*.

Policy 3.A.3.24²³ Tourism uses and tourism economic development is a priority for the ~~Niagara Gateway Economic Gateway Zone~~ and ~~Gateway Economic Centre~~. Tourism focused lands are not identified on a map as they are broadly through the Gateway ~~Economic Zone~~ and ~~Gateway Economic Centre~~ in such areas as the Niagara River Parkway, the Niagara Falls ~~Tourist Area~~ tourist area, tourism areas in Fort Erie, and along the Welland Canal. Transit opportunities for strengthening the tourism economy will be pursued.

Policy 3.A.3.25²⁴ Land use compatibility within the *Gateway Economic Zone* and *Gateway Economic Centre* is a primary focus of this Plan. Tourism uses within the *Niagara Economic Gateway* municipalities shall be located to ensure the planned function of employment uses on *employment lands* shall be maintained and enhanced.

Policy 3.A.3.26²⁵ The *Region* will monitor implementation of the *Gateway Economic Zone* and *Gateway Economic Centre* and report on land *development* and job creation within the *Niagara Economic Gateway*. Every five years, the *Region* will undertake a review of section 3.A.3 "Policies for the Niagara Economic Gateway policies" to assess growth, *development*, land budget, and policy implementation.

3.B Rural Employment Lands

~~The Rural Employment Lands~~ Within the *Niagara Economic Gateway*, rural employment lands have been identified on the basis of existing local municipal official plans and are shown on Schedule G2. The rural employment lands designation is intended for lands that by the nature of their existing development are outside the ~~Urban Areas~~ *urban areas* boundaries of the *Region's settlement areas* yet have existing employment uses or clusters of existing employment uses. ~~Within the Niagara Economic Gateway Zone and Centre, strategic rural employment areas have been identified on the basis of existing local municipal Official Plans and land use designations.~~

3.B.1 Objectives for Rural Employment Lands

Objective 3.B.1.1 To identify a strategy for rural employment lands that supports agriculture as the primary non-urban land use.

Objective 3.B.1.2 To support the rural economy and the agricultural economy through limited rural employment lands that balance job creation across Niagara with sustaining the non-urban land base.

Objective 3.B.1.3 To support *sustainable private servicing* *services* of rural employment lands.

Objective 3.B.1.4 To ensure that rural employment lands are limited in size and scale to maximize support for agricultural and rural lands in the long-term.

3.B.2 Policies for Rural Employment Lands

Policy 3.B.2.1 Rural employment lands may only be identified through an ~~Amendment~~ *amendment* to this Plan and must be specifically identified on ~~a map as a Schedule to this Plan. Addition~~ *G2. The addition* of new ~~Rural Employment Lands~~ *rural employment lands* shall only be considered as part of ~~a municipally initiated~~ *the Region's municipal* comprehensive review of employment lands by Niagara Region and shall ~~fulfill all requirements of this Plan with regard to comprehensive reviews.~~

Policy 3.B.2.2 Rural employment lands shall be considered “dry industrial” and are to be serviced through *sustainable private servicing* *services* only.

Policy 3.B.2.3 Detailed land uses shall be identified in the ~~Local Official Plan~~ *local official plan* by way of amendment to the ~~Local Official Plan~~ *local official plan*. In all cases, uses shall be compatible with adjacent *agricultural uses* and shall not negatively impact normal farm operations.

Policy 3.B.2.4 Rural employment lands are not part of a ~~Settlement Area~~ *settlement area*.

Policy 3.B.2.5 The environmental policies of this ~~plan~~ *Plan* shall apply to the ~~development of Rural Employment~~ *rural employment* lands.

Policy 3.B.2.6 The lands designated in the City of Port Colborne as “Rural Employment Lands - Gateway Special Policy Area” on Schedule G2 are subject to the following policies:

- a) The transportation *infrastructure* of Highway 140 is a unique characteristic of transportation service for these lands.
- b) Uses shall be only those which are considered to have minimal water and wastewater requirements. The lands may be eligible for future ~~municipally provided~~ municipal water and wastewater ~~services~~ systems subject to the completion of the ongoing Environmental Assessment for the Welland Canal Green Manufacturing Zone area.
- c) Functional servicing reports and hydrogeological reports, at a minimum, shall be required to support these uses. Additional studies, as outlined in the ~~Complete~~ complete application policies of this Plan, shall also be required.
- d) The lands shall be subject to ~~Site Plan Control~~ site plan control and the Niagara Region will be circulated all ~~Site Plan Control~~ site plan control applications.
- e) The lands are in the vicinity of the Dain City area in the City of Welland and the applicable portions of ~~Chapter 3.A~~ section 3.A “Niagara Economic Gateway” regarding land use compatibility requirements shall apply.
- f) Lands that comprise the Babion Woodlot will be subject to an Environmental Impact ~~Statement~~ Study which will confirm the boundaries of the ~~Woodlot~~ woodlot and the Provincially Significant ~~Wetland~~ Wetlands. Upon approval of the Environmental Impact ~~Statement~~ Study, the ~~Woodlot~~ woodlot and ~~Wetland~~ wetlands will be designated as “Environmental Protection Area” in this Plan without further amendment to this Plan. The balance of lands shall be designated “Rural Employment Lands – Gateway Special Policy Area” without further amendment to this Plan.
- g) Should the land budget completed as part of the ~~Regional Comprehensive Review~~ Region’s municipal comprehensive review, at a future five year review of the Regional Official Plan, establish the need for additional urban ~~employment land~~ lands in the Niagara Economic Gateway, priority will be given to the Gateway Special Policy ~~area~~ Area lands that are physically contiguous to urban ~~employment lands~~ lands in the Gateway Economic Centre to be included in the urban ~~area~~ area and to be eligible for urban servicing.
- h) Should the lands immediately west of the ~~Rural Employment Lands~~ rural employment lands, in the vicinity of the Welland Canal, cease to be owned by the ~~Government of Canada~~ Federal government, the designation of “~~Rural Employment Lands~~ rural employment lands” shall apply.

Policy 3.B.2.7 Lands shown on Schedule G2 of this Amendment as *employment lands* that are outside the ~~Urban Area Boundary~~, located urban area in the City

of Thorold as well as Special Policy Area “8” as identified in the City of Niagara Falls Official Plan, shall be classified as ~~“Rural Employment Lands”~~ rural employment lands. In this regard, the following policies will apply:

- a) Uses shall be only those which are considered to have minimal water and wastewater requirements.
- b) Functional servicing reports and hydrogeological reports, at a minimum, shall be required to support these uses. Additional studies, as outlined in the ~~Complete Application Policies~~ complete application policies of this Plan, shall also be required.
- c) The lands shall be subject to ~~Site Plan Control~~ site plan control and the ~~Niagara Region~~ will be circulated all site ~~Plan Control~~ plan control applications for ~~Rural Employment Lands~~ rural employment lands in the Niagara Economic Gateway.

Policy 3.B.2.8 New ~~Rural Employment~~ rural employment lands will only be added to this ~~plan~~ Plan by way of an amendment to implement the ~~Regional Municipal Comprehensive Review~~ Region’s municipal comprehensive review.

Policy 3.B.2.9 Should the land budget completed as part of the ~~Regional Municipal Comprehensive Review~~ Region’s municipal comprehensive review, at a future five year review of the ~~Regional~~ Region’s Official Plan, establish the need for additional urban *employment land* in the Niagara Economic Gateway, priority will be given to ~~Rural Employment~~ rural employment lands that are physically contiguous to urban *employment lands* in the Gateway Economic Zone and Gateway Economic Centre may be considered to be included in the *urban area* subject to the policies of this Plan and appropriate Provincial Plans and the Provincial Policy Statement.

Policy 3.B.2.10 Applications for new or the expansion of rural *development* that contribute to the *Region’s employment land* base shall demonstrate that the use cannot be located within the *urban area* owing to the land use compatibility issues and/or specific locational requirements, including proximity to key transportation *infrastructure*, that cannot be accommodated within the *urban area*, and/or the proposed use is related to the management or use of a resource and is required to be in close proximity to it.

3.C Employment Lands

Policy 3.C.1 The *Region* and the local municipalities will ensure economic competitiveness by:

- a) Providing an appropriate mix of employment uses, ~~including industrial, commercial and institutional uses to meet long term needs~~ on employment lands.
- b) Providing opportunities for a diversified economic base, including maintaining a range and choice of suitable sites for employment uses which support a wide range of economic activities and ancillary uses, and take into account the needs of existing and future businesses.
- c) Planning for, protecting and preserving employment ~~areas~~ for current and future use.
- d) Incorporating ~~employment area conversion~~ the policies implementing Chapter of section 4.E "Employment Conversion" in local official plans.
- e) Ensuring that the necessary *infrastructure* and services are provided to support current and forecasted employment needs including transit and *active transportation* facilities. This will include undertaking discussions with telecommunications providers regarding the feasibility of servicing existing and future *employment areas* with telecommunications services, including broadband technology, to attract knowledge-based industries and support the technological advancement and growth of existing businesses.

Policy 3.C.2 Local municipalities should designate and preserve lands within ~~Urban Areas~~ urban areas which are adjacent to or in close proximity to existing major goods movement facilities and corridors including highway interchanges, ~~ports~~ airports, marine facilities, or rail yards as employment areas lands providing for manufacturing, warehousing, transportation and associated retail, office and ancillary employment uses, where appropriate.

Policy 3.C.3 ~~Where new~~ The development of ~~sensitive land uses are proposed adjacent to~~ major retail uses ~~or in proximity to employment areas, analysis is required to assess any constraints the introduction of such~~ major office ~~uses will have on the types of uses which could locate within all, in accordance with Provincial guidelines, avoid, or portions of the employment area where avoidance is not possible, minimize and/ mitigate adverse impacts on industrial, manufacturing or on any existing employment~~ other uses that are particularly vulnerable to encroachment.

Policy 3.C.4 The *Region* strongly supports local and ~~regional~~ Regional efforts to develop clusters of associated economic activities including protecting

lands within and adjacent to *major goods movement facilities and corridors* for employment and associated supportive uses.

Policy 3.C.5 ~~The~~ Section 3.C “Employment Land” policies of Chapter 3.C should be read in conjunction with ~~the~~ section 3.A “Niagara Economic Gateway” policies and section 3.E “Employment Areas”.

Policy 3.C.6 Retail and office uses will be directed to locations that support *active transportation* and have existing or planned transit.

Policy 3.C.7 The retail sector will be supported by promoting *compact built form and intensification* of retail and service uses and areas and encouraging the integration of those uses with other land uses to support the achievement of *complete communities*.

Policy 3.C.8 In planning for employment, surface parking will be minimized and the *development* of this Plan, *active transportation networks and transit-supportive built form* will be facilitated.

3.D Commercial Areas

Policy 3.D.1 The *Region* will undertake a ~~regional commercial systems study~~ [Regional Commercial Systems Study](#) to ensure that the overall supply of commercial space is sufficient to provide for healthy competition without endangering the quality and character of existing shopping facilities, particularly in the downtowns.

Policy 3.D.2 ~~Municipalities~~ [Local municipalities](#) are encouraged to develop policies which carefully balance the supply of commercial space with the demand for commercial goods and services, placing a particular emphasis on commercial retail goods and services.

Policy 3.D.3 The *Region* encourages ~~the~~ local municipalities to plan for commercial uses and commercial space on the basis of a hierarchy of commercial areas.

Policy 3.D.4 ~~Municipalities~~ [Local municipalities](#) are encouraged to develop policies which support the use of ~~market impact studies~~ [Market Impact Studies](#) and peer reviews for major commercial applications. Market ~~impact studies~~ [Impact Studies](#) and peer reviews should consider:

- a) ~~The~~ [the](#) need for the proposed use;
- b) ~~The~~ [the](#) location, size and scale of the proposed development;
- c) ~~The~~ [the](#) potential for compatibility issues;
- d) ~~The~~ [the](#) potential market impacts on existing and planned commercial areas, including downtowns and other shopping nodes;
- e) ~~The~~ [the](#) potential for negative impacts on the natural environment;
- f) ~~The~~ [the](#) adequacy of the existing transportation infrastructure, including pedestrian and cycling infrastructure, serving the proposed use;
- g) ~~The~~ [the](#) adequacy of the existing water and waste water infrastructure and other municipal services; and
- h) ~~The~~ [the](#) intent of the policies of this Plan.

Where the trade area for a ~~market study~~ [Market Impact Study](#) extends beyond the boundary of the *local municipality* in which the proposed commercial facility would be located, the *local municipality* should consult with the other municipalities within the trade area.

Policy 3.D.5 The *Region* promotes and will facilitate the revitalization of downtowns and the redevelopment of ~~brownfields~~ [brownfield sites](#), greyfields, and commercial areas into mixed-use areas that include a variety of employment, institutional, entertainment, recreational and residential uses.

Policy 3.D.6 The *Region* encourages local municipalities to revise ~~their~~ planning policies and zoning by-laws to support the redevelopment of ~~greyfield~~

~~areas~~ greyfields into mixed-~~uses~~ areas. The *Region* strongly supports such *redevelopment* as an alternative to the establishment of new commercial areas.

- Policy 3.D.7** The *Region* promotes the “Main Street” form of commercial *development*, with building facades closer to the street, an efficient use of land, a mix of uses in both new and established areas, and support and access for *active transportation*.
- Policy 3.D.8** The *Region* recognizes neighbourhood commercial activities as an integral part of Niagara’s residential areas.
- Policy 3.D.9** The *Region* supports local food producers by encouraging farmers markets, urban agricultural projects and community vegetable gardens. Local municipalities are encouraged to revise official plans and zoning by-laws to make provision for the above-noted specialty uses.
- Policy 3.D.10** New commercial *development* or *redevelopment* should be assessed in relation to community character and be appropriately located to serve as part of the neighbourhood’s existing or proposed fabric. Assessment in relation to community character could include:
- a) ~~The~~ the scale of the activity;
 - b) ~~The~~ the orientation of the *development* to adjacent land uses; and,
 - c) ~~The~~ the capacity of the *development* to operate compatibly with housing.
- Policy 3.D.11** Commercial *development* and *redevelopment* projects should be designed to be transit and *active transportation*-friendly.
- Policy 3.D.12** Parking requirements for commercial uses should be carefully considered and evaluated to ensure that an adequate, but not excessive, amount of parking space is provided. Parking requirements should include provision for secure and sheltered bicycle parking and pedestrian walkways. Municipalities are encouraged to study, assess and develop updated parking standard for commercial areas.
- Policy 3.D.13** Phasing provisions for the retail outlet centre *development* permitted through Amendment 4-2011, located in the Glendale Community of the Town of Niagara-on-the-Lake, shall be contained within the Town of Niagara-on-the-Lake Official Plan. The developer shall pay for its proportionate share of all off-site *infrastructure* required for the *development*.

3.E ~~Major Office~~ Employment Areas

Policy 3.E.1 Niagara's *employment areas* are shown on Schedule G3.

Policy 3.E.2 The *Region*, in consultation with local municipalities, will designate all *employment areas* in official plans and protect them for appropriate employment uses over the long-term. For greater certainty, *employment area* designations may be incorporated into the Regional Official Plan by amendment at any time in advance of the *Region's* next municipal comprehensive review.

Policy 3.E.3 The *Region* and local municipalities will promote economic development and competitiveness by:

- a) making more efficient use of existing *employment areas* and vacant and underutilized *employment lands* and increasing employment densities;
- b) ensuring the availability of sufficient land, in appropriate locations, for a variety of employment to accommodate forecasted employment growth to the horizon of this Plan;
- c) planning to better connect areas with high employment densities to transit; and
- d) integrating and aligning land use planning and economic development goals and strategies to retain and attract investment and employment.

Policy 3.E.4 The *Region* will plan for *employment areas* by:

- a) prohibiting residential uses;
- b) prohibiting *major retail* uses; and
- c) limiting other *sensitive land uses* that are not ancillary to the primary employment use.

Policy 3.E.5 Local official plans and zoning by-laws shall contain provisions that provide for an appropriate interface between *employment areas* and adjacent non-employment areas to maintain land use compatibility.

Policy 3.E.6 The *Region*, in consultation with local municipalities, will establish minimum density targets for all *employment areas* within *settlement areas* that:

- a) are measured in jobs per hectare;
- b) reflect the current and anticipated type and scale of employment that characterizes the *employment area* to which the target applies;
- c) reflects opportunities for the *intensification* of *employment areas* on sites that support *active transportation* and are served by existing or planned transit; and
- d) will be implemented through official plan policies and designations, and zoning by-laws.

Policy 3.E.7

Major office and appropriate major institutional uses ~~should~~^{will} be located ~~within~~^{directed to} the St. Catharines Urban Growth Centre, major transit station areas, or in other strategic growth areas with existing or planned frequent transit service or ~~planned~~^{higher order transit service}.

Policy 3.E.8

Existing office parks will be supported by:

- a) improving connectivity with transit and active transportation networks;
- b) providing for an appropriate mix of amenities and open space to serve the workforce;
- c) planning for intensification of employment uses;
- d) ensuring that the introduction of non-employment uses, if appropriate, would be limited and not negatively impact the primary function of the area; and
- e) approaches to transportation demand management that reduce reliance on single-occupancy vehicle use.

Policy 3.E.9

The *Region*, in consultation with local municipalities, the *Province*, and other appropriate stakeholders, will undertake a co-ordinated approach to planning for large areas with high concentrations of employment that cross municipal boundaries and are major trip generators, on matters such as transportation demand management and economic development.

Policy 3.E.10

The conversion of lands within employment areas to non-employment uses are not permitted except pursuant to section 4.E “Employment Conversion”.

3.F Provincially Significant Employment Zones

Policy 3.F.1 The Minister may identify *provincially significant employment zones* and may provide specific direction for planning in those areas to be implemented through appropriate official plan policies and designations and economic development strategies.

Policy 3.F.2 Lands in a *provincially significant employment zone* shall not be considered for conversion to a non-employment use except as part of the *Region's* next municipal comprehensive review.

Policy 3.F.3 Local municipal official plans shall contain policies that prohibit conversion of any part of an *employment area* identified within a *provincially significant employment zone* until the *Region's* next municipal comprehensive review.

DRAFT

DRAFT



4.E Employment ~~Lands~~ Conversion

~~4.E.1 Conversion of Lands Within Employment Areas~~

Policy 4.E.1 ~~Municipalities may permit~~ The conversion of lands within *employment areas* to non-employment uses may be permitted only through ~~a~~ the *Region's* municipal comprehensive review where it has been demonstrated that:

- ~~a) There~~ there is a need for the conversion;
- ~~b) The~~ the lands are not required over the horizon of this Plan for employment purposes for which they are designated;
- ~~b)c) the~~ the municipality will ~~meet the~~ maintain sufficient employment targets ~~allocated~~ lands to the municipality pursuant accommodate forecasted employment growth to the horizon of this Plan;
- ~~c)d) The conversion will~~ the proposed uses would not adversely affect the overall viability of the *employment area* ~~and~~ or the achievement of the municipal minimum intensification target, ~~and density targets and in this Plan, as well as the~~ other policies of this Plan; and
- ~~d)e) There is~~ there are existing or planned *infrastructure* ~~in place~~ and public service facilities to accommodate the proposed ~~use~~ uses.
- ~~e) The lands are not required over the long term for employment purposes for which they are designated.~~
- ~~f) Cross jurisdictional issues have been considered.~~

Policy 4.E.2 Notwithstanding section 4.E.1, until the *Region's* next municipal comprehensive review, lands within existing *employment areas* may be converted to non-employment uses, provided the conversion would:

- a) satisfy the requirements of section 4.E.1 a), c), and d);
- b) maintain a significant number of jobs on those lands through the establishment of development criteria; and
- c) not include any part of an employment area identified as part of a provincially significant employment zone.

Policy 4.E.3 Outside of employment areas, development criteria should be established by the *Region* and local municipalities to ensure that the redevelopment of any employment lands will retain space for a similar number of jobs to remain on site. Development applications shall satisfy all applicable development criteria.

Policy 4.E.4 ~~For the purposes of~~ section 4.E "Employment Conversion", *major retail* uses are considered to be non-employment uses and are not permitted in employment areas. Development applications for the conversion of employment uses to *major retail* uses ~~on designated employment lands will need to~~ may only be ~~undertaken within the context of a~~ considered as part of the *Region's* next municipal comprehensive review, and are subject to the policies of ~~4.E.~~ section 4.E "Employment Conversion".

4.G Urban Growth

Policy 4.G.12.1 The detailed policies for the ~~the~~ [section 3.A](#) “Niagara Economic Gateway” are incorporated in the ~~the~~ [section 3](#) “Employment ~~Chapter Four~~” of this Plan. The ~~the~~ [section 4.G](#) “Urban Areas Growth” policies of this Plan must be read in conjunction with the ~~the~~ [section 3.A](#) “Niagara Economic Gateways Gateway” policies for the respective [local](#) municipalities.

DRAFT

DRAFT



definitions

Definitions

Brownfield Sites

are undeveloped or previously developed properties that may be contaminated. They are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict or vacant. (~~Provincial Policy Statement, 2005~~ [PPS, 2014](#))

Gateway Economic Centre

means *settlement areas* identified in this Plan, as depicted on Schedule G1 that, due to their proximity to major international border crossings, have unique economic importance to the region and Ontario. (Based on the Growth Plan, 2019 and modified for this Plan)

Gateway Economic Zone

means *settlement areas* identified in this Plan, as depicted on Schedule G1 that, due to their proximity to major international border crossings, have unique economic importance to the region and Ontario. (Based on the Growth Plan, 2019 and modified for this Plan)

Employment Area

means areas designated in ~~an official plan~~ [this Plan](#) for clusters of business and economic activities including, but not limited to, manufacturing, warehousing, offices, and associated retail and ancillary facilities. ([Based on the PPS, 2014 and modified for this Plan](#))

Employment Land

means lands that are designated in local official plans or zoning by-laws for employment uses. *Employment lands* may be within and outside of *employment areas*.

Major Retail

means large-scale or large-format stand-alone retail stores or retail centres that have the primary purpose of commercial activities. (Growth Plan, 2019)

Major Office

~~is generally defined as~~ means freestanding office buildings of 10,000m² approximately 4,000 square metres of floor space or greater, or with 500 200 jobs or more. (Growth Plan, 2019)

Office Parks

means *employment areas* or areas where there are significant concentrations of offices with high employment densities. (Growth Plan, 2019)

Niagara Economic Gateway

means the total geographic area of the local municipalities a part of the *Gateway Economic Centre* or *Gateway Economic Zone*.

Provincially Significant Employment Zones

means areas defined by the Minister in consultation with affected municipalities for the purpose of long-term planning for job creation and economic development. *Provincially significant employment zones* can consist of *employment areas* as well as mixed-use areas that contain a significant number of jobs. (Growth Plan, 2019)

DRAFT



employment

3. Employment

3.A Niagara Economic Gateway

3.A.1 General

The *Niagara Economic Gateway* comprises:

- a) the *Gateway Economic Zone* which includes all *settlement areas* within Niagara Falls and Fort Erie as shown in Schedule G1;
- b) the *Gateway Economic Centre* which includes all *settlement areas* within Thorold, Welland and Port Colborne as shown in Schedule G1;
- c) the rural employment lands within the *Niagara Economic Gateway* as shown in Schedule G2;
- d) existing port *infrastructure*, particularly in the Cities of Port Colborne, Welland and Thorold;
- e) the five border crossings to the United States including the Queenston-Lewiston Bridge, the Whirlpool Bridge, the Rainbow Bridge, the Peace Bridge and the rail crossing between Fort Erie and Buffalo;
- f) the QEW Corridor between Fort Erie and Niagara Falls;
- g) the Welland Canal including linkages between the *Urban Growth Centre* in St. Catharines and Thorold, Welland and Port Colborne;
- h) Highway 406 and Highway 140, including linkages between the *Urban Growth Centre* in St. Catharines and Thorold, Welland and Port Colborne;
- i) the major road network including improvements that may be initiated from time to time, particularly to the Netherby Road corridor between Welland and the QEW, and the Niagara to GTHA corridor;
- j) major rail *infrastructure* in Thorold, Welland, and Port Colborne as well as rail *infrastructure* connections to the United States and other parts of Canada;
- k) transit services including possible improvements such as creating new intercity transit corridors within Niagara and better GO and passenger rail links between the GTHA and Niagara which could create nodes in the region where both high density employment uses and housing could be established;
- l) major tourist destinations; and,
- m) major educational support facilities such as Brock University and Niagara College.

3.A.2 Objectives for the Niagara Economic Gateway

Objective 3.A.2.1 To implement Provincial, Regional and local plans and policies.

Objective 3.A.2.2 To strengthen Niagara's economy through strategic long range planning and economic diversification.

Objective 3.A.2.3 To support local municipal planning and economic development efforts through leadership and coordination.

Objective 3.A.2.4 To attract private sector investment to existing and emerging *employment lands* and *employment areas* within the *Niagara Economic Gateway*.

Objective 3.A.2.5 To promote cross-border trade and the efficient movement of goods.

Objective 3.A.2.6 To promote the efficient use of *infrastructure*.

Objective 3.A.2.7 To protect *employment lands* and *employment areas* from unwarranted conversion to incompatible land uses.

Objective 3.A.2.8 To promote planned, orderly, efficient *development* of *employment lands* that balances *development* with natural heritage.

Objective 3.A.2.9 To promote attractive urban design and sustainable *development* for employment uses within the *Niagara Economic Gateway*.

Objective 3.A.2.10 To promote the *intensification* of *employment lands* and the *redevelopment* of *brownfield sites*.

Objective 3.A.2.11 To support appropriately located tourism facilities while maintaining the broader *employment land* focus of the *Gateway Economic Zone* and *Gateway Economic Centre*.

Objective 3.A.2.12 To provide a framework for implementation.

3.A.3 Policies for the Niagara Economic Gateway

Policy 3.A.3.1 The *Gateway Economic Zone* and *Gateway Economic Centre* consists of those *employment lands* within the *settlement areas* of the Cities of Thorold, Welland, Port Colborne, Niagara Falls, and the Town of Fort Erie. *Employment land* investment is to be concentrated in Strategic Locations for Investment including:

- a) lands within the Brock Business Park in Thorold;
- b) lands adjacent to Highway 406 in Welland;
- c) lands adjacent to the Welland Canal in Thorold and lands adjacent to the Welland Canal and Highway 140 in Welland and Port Colborne;
- d) lands within the Fort Erie Industrial Park in Fort Erie;
- e) lands near the Whirlpool Bridge border crossing in Niagara Falls; and,
- f) lands adjacent to the QEW in Niagara Falls.

Policy 3.A.3.2 Lands within the *Niagara Economic Gateway* municipalities and within *settlement areas* shall also be a focus for *employment lands* and *development*. The Strategic Locations for Investment are a focus for financial incentives through Community Improvement Plans. Other areas

of employment within local municipalities and their official plans that are within a *settlement area* shall be recognized as *Gateway employment lands*. The lands of the Canadian Motor Speedway, should the required official plan amendment be approved by the Ontario Municipal Board, shall be considered part of the *Gateway Economic Zone*.

Policy 3.A.3.3 The *Region* recognizes the St. Catharines *Urban Growth Centre* as the location for *major office* land uses. Office uses within the *Gateway Economic Zone* and *Gateway Economic Centre* are to be limited in size and scope to ensure the *major office* function of the St. Catharines *Urban Growth Centre* is maintained and enhanced.

Policy 3.A.3.4 The concept for the Brock Business Park Revitalization is to capitalize on market opportunities for research and *development* and the close proximity to Brock University and Highway 406 by transforming the area into an integrated, mixed-use, campus-style setting which caters to incubators, innovator, limited office uses, and related uses.

In order to address the challenges, capitalize on opportunities and transform the concept into reality, the following tools will be utilized:

- a) preparation of a joint secondary plan to coordinate *development* and refine the concept;
- b) preparation of a public realm improvement program to re-energize the area and attract new investment;
- c) preparation of supporting plans for servicing and transportation (including *active transportation* and transit);
- d) preparation of urban design guidelines; and,
- e) updating relevant local plans, policies, and zoning by-laws.

Policy 3.A.3.5 The concept for the Highway 406 Economic Gateway is to capitalize on proximity and access to Highways 140 and 406 by attracting industries in transportation, logistics, warehousing, food processing, advanced manufacturing and wholesale trade activities and other uses set out in the local official plan.

In order to address the challenges, capitalize on opportunities and transform the concept into reality, the following tools will be utilized:

- a) preparation of a master plan or secondary plan to coordinate *development* and refine the concept;
- b) preparation of supporting plans for servicing and transportation (including *active transportation* and transit);
- c) preparation of urban design guidelines;
- d) preparation of an investment strategy to attract target industries; and,
- e) updating relevant local plans and policies.

Policy 3.A.3.6 The concept for the Welland Canal Green Manufacturing and Assembly Zone is to capitalize on proximity and access to the Welland Canal and

relative proximity to the 400 series highway network and rail lines by identifying a location for large scale green manufacturing and assembly industries and other heavy industries which require specialized transportation modes. Recognizing the servicing constraints, the *Region* is supportive of a transitional approach to *development*, which might include dry industrial *development* as an interim use.

Land use compatibility with planned residential *development* in the Dain City area of the City of Welland is to be achieved and will be assessed as part of specific applications for *development* of site(s) in the Welland Canal Green Manufacturing and Assembly Zone. The Land Use Compatibility Guidelines of the Ministry of Environment (Ontario) will be the basis for determining compatibility and required mitigative measures; land use compatibility studies will be required for lands in the vicinity of the Dain City community in the City of Welland.

In order to address the challenges, capitalize on opportunities and transform the concept into reality, the following tools will be utilized:

- a) preparation of a master plan or secondary plan to coordinate *development* and refine the concept;
- b) preparation of supporting plans for servicing and transportation including any Environmental Assessment to provide water and wastewater services to these lands and including *active transportation* and transit;
- c) preparation of urban design guidelines;
- d) preparation of an investment strategy to attract target industries; and,
- e) updating relevant local plans and policies.

Policy 3.A.3.7

The concept for the Fort Erie Industrial Park is to capitalize on market opportunities for advanced manufacturing, cross-border trade, transportation and warehousing industries. In order to address the challenges, capitalize on opportunities and transform the concept into reality, the following tools will be utilized:

- a) implementation of the Master Servicing and Development Strategy/Environmental Assessment for the Fort Erie Industrial Park and updating/preparation of the following as needed to implement the Master Servicing and Development Strategy:
 - i. preparation of a master plan or secondary plan to coordinate *development* and refine the concept;
 - ii. preparation of supporting plans for servicing and transportation (including *active transportation* and transit);
 - iii. preparation of urban design guidelines;
 - iv. preparation of an investment strategy to attract target industries;
 - v. preparation of a study area-wide Environmental Impact Study to assess potential opportunities for wetland restoration, enhancement and compensation in coordination with

- development* of the lands and the environmental policies of this Plan; and,
- vi. updating relevant local plans, policies and zoning by-laws.

Policy 3.A.3.8 The concept for the Niagara Falls Priority Investment Area is to capitalize on market opportunities for cross-border trade by identifying a location for secure storage, warehousing and logistics facilities in close proximity to a border crossing. These lands include the areas within the Niagara Falls Community Improvement Plan Pilot Project Area.

In order to address the challenges, capitalize on opportunities and transform the concept into reality, the following tools will be utilized:

- a) preparation of a master plan or secondary plan to coordinate *development* and refine the concept;
- b) preparation of supporting plans for servicing and transportation (including *active transportation* and transit);
- c) preparation of urban design guidelines;
- d) preparation of an investment strategy to attract target industries;
- e) updating relevant local plans, policies, and zoning by-laws.

Policy 3.A.3.9 The concept for the Niagara Falls QEW Business Park is to capitalize on long-term opportunities for business and services in close proximity to 400 series highways focusing on manufacturing, warehousing and other *employment land* uses.

In order to address challenges, capitalize on opportunities and transform the concept into reality, the following tools will be utilized:

- a) preparation of a master plan or secondary plan to coordinate *development* and refine the concept;
- b) preparation of supporting plans for servicing and transportation (including *active transportation* and transit);
- c) preparation of urban design guidelines;
- d) preparation of an investment strategy to attract target industries;
- e) updating relevant local plans, policies and zoning by-laws.

Policy 3.A.3.10 Where appropriate, the *Region* encourages *intensification* on existing occupied *employment lands* through:

- a) expansion to existing employment uses and/or land operations;
- b) conversion or reuse of existing buildings into new employment uses;
- c) infilling of vacant lots within *employment areas*;
- d) severance or subdivision of larger employment properties to accommodate new employment uses.

Policy 3.A.3.11 The *Region* recognizes the role that the market plays in determining where and how reinvestment on *employment lands* will occur.

Accordingly, the *Region* will promote *intensification* of its *employment lands* by:

- a) where possible, directing denser forms of *development*, including limited office type uses, into strategic nodes and corridors and revitalization areas;
- b) ensuring that employment-supportive uses remain accessory to the principle use and focus of an area as set out in this Plan;
- c) where appropriate, maintaining and protecting *employment land* designations on *brownfield sites* from inappropriate conversion;
- d) enhancing the attractiveness of existing *employment lands* through strategic improvements to Regional *infrastructure*, transportation, urban design and the public realm; and,
- e) working with the local municipalities to develop strategies for the *development* of *employment lands* that include policies for *intensification*.

Policy 3.A.3.12 The principle tool for implementation shall be local official plans and zoning by-laws. Local official plans shall be updated to reflect the vision, strategy and action plan articulated in this Plan. It is expected that the *Region* and local municipalities will also undertake a variety of implementation items, including, but not limited to, Community Improvement Plans, secondary plans and master plans and *infrastructure* studies and plans.

Policy 3.A.3.13 In most cases, more detailed secondary and master planning has been recommended to facilitate change and *development*. The *Region* will work with local municipalities and support secondary planning efforts within the *Niagara Economic Gateway*. The terms of reference for new secondary plans or master plans should be prepared jointly, in a coordinated manner to ensure that key areas, including land use, urban design, the environment, phasing of *development*, *infrastructure* and transportation are adequately addressed.

Policy 3.A.3.13 The *Region* will prepare a Gateway-specific Community Improvement Plan to attract investment within the *Niagara Economic Gateway*. The *Region* encourages local municipalities to develop Community Improvement Plans in accordance with the *Region's* Community Improvement Plan to maximize incentives and provide consistent opportunities for investment.

Policy 3.A.3.14 The Development Permit System is an additional implementation tool that may be used to achieve the *Region's* goals, objectives and policies of this Plan and the local municipal official plans. The Development Permit System is a flexible planning tool which combines zoning and site plan control and minor variance into one process and is administered by the *local municipality*. The *Region* supports the use of the Development Permit System in the *Niagara Economic Gateway* and will develop local model Development Permit System policies for the Gateway.

- Policy 3.A.3.15** The *Region* recognizes the importance of all *employment lands* in the region. Accordingly, the *Region* will work on an Employment Area Strategy for all *employment areas* and *employment lands* within and outside of the *Niagara Economic Gateway*.
- Policy 3.A.3.16** The conversion of lands within *employment areas* to non-employment uses are not permitted except pursuant to section 4.E “Employment Conversion”.
- Policy 3.A.3.17** The *Region* will identify transportation improvements and upgrades required to support the Niagara Gateway Employment Lands Strategy. Transportation improvements should be identified through a comprehensive Gateway-specific transportation plan which examines the needs for:
- a) road and highway *infrastructure*;
 - b) rail *infrastructure*;
 - c) border and bridge crossing *infrastructure*;
 - d) the major port as identified in the Provincial Growth Plan for the Greater Golden Horseshoe;
 - e) the Welland Canal and port *infrastructure*;
 - f) transit; and,
 - g) *active transportation*.
- Policy 3.A.3.18** The *Region* will confirm the Regional *infrastructure* improvements and upgrades required to support the Niagara Gateway Employment Lands Strategy. Improvements to *infrastructure* were generally identified through the Gateway Employments Lands Study, but should be confirmed through the *Region’s* Master Servicing Study and examine:
- a) water supply;
 - b) Regional water distribution network;
 - c) sanitary supply (wastewater);
 - d) Regional sanitary sewer distribution network;
 - e) stormwater; and,
 - f) opportunities to apply sustainable and green *infrastructure* solutions.
- Policy 3.A.3.19** Local municipalities will develop phasing strategies for vacant, un-serviced *employment lands*. Phasing strategies should be prepared at the time of either local official plan reviews or *infrastructure* master plan updates and also be part of broader servicing strategies which examine phasing for *development*. Priority will be given in phasing plans for first, lands within the *urban area* that are fully or partially serviced, subject to full servicing being provided. The second priority will be for vacant, un-serviced lands within the *urban area*.
- Policy 3.A.3.20** The *Region* and local municipalities will align its capital planning for new *infrastructure* and transportation with the Strategic Locations for Investment identified in section 3.A.3.1 “Policies for the Niagara

Economic Gateway”. An acceptable financial strategy must be prepared and approved by Regional Council for the provision of Regional *infrastructure*.

- Policy 3.A.3.21** The *Region* will encourage cross-border trade through:
- a) strategic improvements to Regional *infrastructure*;
 - b) working with the *Province* and the Federal government to improve and upgrade border crossing *infrastructure*;
 - c) preparation of a Regional Goods Movement Study;
 - d) examining issues and opportunities for cross-border trade with the United States; and,
 - e) examining issues and opportunities for a Niagara Free Trade Zone / Export Distribution Zone within the *Niagara Economic Gateway*.
- Policy 3.A.3.22** The *Region* will continue to work the Federal, Provincial and local governments, the private sector and other agencies to attract investment into the *Niagara Economic Gateway*.
- Policy 3.A.3.23** Tourism uses and tourism economic development is a priority for the *Gateway Economic Zone* and *Gateway Economic Centre*. Tourism focused lands are not identified on a map as they are broadly through the *Gateway Economic Zone* and *Gateway Economic Centre* in such areas as the Niagara River Parkway, the Niagara Falls tourist area, tourism areas in Fort Erie, and along the Welland Canal. Transit opportunities for strengthening the tourism economy will be pursued.
- Policy 3.A.3.24** Land use compatibility within the *Gateway Economic Zone* and *Gateway Economic Centre* is a primary focus of this Plan. Tourism uses within the *Niagara Economic Gateway* municipalities shall be located to ensure the planned function of employment uses on *employment lands* shall be maintained and enhanced.
- Policy 3.A.3.25** The *Region* will monitor implementation of the *Gateway Economic Zone* and *Gateway Economic Centre* and report on land *development* and job creation within the *Niagara Economic Gateway*. Every five years, the *Region* will undertake a review of section 3.A.3 “Policies for the Niagara Economic Gateway” to assess growth, *development*, land budget, and policy implementation.

3.B Rural Employment Lands

Within the *Niagara Economic Gateway*, rural employment lands have been identified on the basis of existing local municipal official plans and are shown on Schedule G2. The rural employment lands designation is intended for lands that by the nature of their existing *development* are outside the *urban areas* boundaries of the *Region's settlement areas* yet have existing employment uses or clusters of existing employment uses.

3.B.1 Objectives for Rural Employment Lands

Objective 3.B.1.1 To identify a strategy for rural employment lands that supports agriculture as the primary non-urban land use.

Objective 3.B.1.2 To support the rural economy and the agricultural economy through limited rural employment lands that balance job creation across Niagara with sustaining the non-urban land base.

Objective 3.B.1.3 To support *sustainable private services* of rural employment lands.

Objective 3.B.1.4 To ensure that rural employment lands are limited in size and scale to maximize support for agricultural and rural lands in the long-term.

3.B.2 Policies for Rural Employment Lands

Policy 3.B.2.1 Rural employment lands may only be identified through an amendment to this Plan and must be specifically identified on Schedule G2. The addition of new rural employment lands shall only be considered as part of the *Region's* municipal comprehensive review.

Policy 3.B.2.2 Rural employment lands shall be considered “dry industrial” and are to be serviced through *sustainable private services* only.

Policy 3.B.2.3 Detailed land uses shall be identified in the local official plan by way of amendment to the local official plan. In all cases, uses shall be compatible with adjacent *agricultural uses*, planned *agricultural uses* and shall not negatively impact normal farm operations.

Policy 3.B.2.4 Rural employment lands are not part of a *settlement area*.

Policy 3.B.2.5 The environmental policies of this Plan shall apply to the *development* of rural employment lands.

Policy 3.B.2.6 The lands designated in the City of Port Colborne as “Rural Employment Lands - Gateway Special Policy Area” on Schedule G2 are subject to the following policies:

- a) The transportation *infrastructure* of Highway 140 is a unique characteristic of transportation service for these lands.
- b) Uses shall be only those which are considered to have minimal water and wastewater requirements. The lands may be eligible for

future *municipal water and wastewater systems* subject to the completion of the ongoing Environmental Assessment for the Welland Canal Green Manufacturing Zone area.

- c) Functional servicing reports and hydrogeological reports, at a minimum, shall be required to support these uses. Additional studies, as outlined in the complete application policies of this Plan, shall also be required.
- d) The lands shall be subject to site plan control and the Region will be circulated all site plan control applications.
- e) The lands are in the vicinity of the Dain City area in the City of Welland and the applicable portions of section 3.A “Niagara Economic Gateway” regarding land use compatibility requirements shall apply.
- f) Lands that comprise the Babion Woodlot will be subject to an Environmental Impact Study which will confirm the boundaries of the woodlot and the Provincially Significant Wetlands. Upon approval of the Environmental Impact Study, the woodlot and *wetlands* will be designated as “Environmental Protection Area” in this Plan without further amendment to this Plan. The balance of lands shall be designated “Rural Employment Lands – Gateway Special Policy Area” without further amendment to this Plan.
- g) Should the land budget completed as part of the *Region's municipal comprehensive review*, at a future five year review of the Regional Official Plan, establish the need for additional urban *employment lands* in the *Niagara Economic Gateway*, priority will be given to the Gateway Special Policy Area lands that are physically contiguous to urban *employment lands* in the *Gateway Economic Centre* to be included in the *urban area* and to be eligible for urban servicing.
- h) Should the lands immediately west of the rural employment lands, in the vicinity of the Welland Canal, cease to be owned by the Federal government, the designation of “rural employment lands” shall apply.

Policy 3.B.2.7

Lands shown on Schedule G2 as *employment lands* that are outside the *urban area* in the City of Thorold as well as Special Policy Area “8” as identified in the City of Niagara Falls Official Plan, shall be classified as rural employment lands. In this regard, the following policies will apply:

- a) Uses shall be only those which are considered to have minimal water and wastewater requirements.
- b) Functional servicing reports and hydrogeological reports, at a minimum, shall be required to support these uses. Additional studies, as outlined in the complete application policies of this Plan, shall also be required.
- c) The lands shall be subject to site plan control and the Region will be circulated all site plan control applications for rural employment lands in the *Niagara Economic Gateway*.

- Policy 3.B.2.8** New rural employment lands will only be added to this Plan by way of an amendment to implement the *Region's* municipal comprehensive review.
- Policy 3.B.2.9** Should the land budget completed as part of the *Region's* municipal comprehensive review, at a future five year review of the *Region's* Official Plan, establish the need for additional urban *employment land* in the *Niagara Economic Gateway*, priority will be given to rural employment lands that are physically contiguous to urban *employment lands* in the *Gateway Economic Zone* and *Gateway Economic Centre* may be considered to be included in the *urban area* subject to the policies of this Plan and appropriate Provincial Plans and the Provincial Policy Statement.
- Policy 3.B.2.10** Applications for new or the expansion of rural *development* that contribute to the *Region's employment land* base shall demonstrate that the use cannot be located within the *urban area* owing to the land use compatibility issues and/or specific locational requirements, including proximity to key transportation *infrastructure*, that cannot be accommodated within the *urban area*, and/or the proposed use is related to the management or use of a resource and is required to be in close proximity to it.

3.C Employment Lands

- Policy 3.C.1** The *Region* and the local municipalities will ensure economic competitiveness by:
- a) Providing an appropriate mix of employment uses on *employment lands*.
 - b) Providing opportunities for a diversified economic base, including maintaining a range and choice of suitable sites for employment uses which support a wide range of economic activities and ancillary uses, and take into account the needs of existing and future businesses.
 - c) Planning for, protecting and preserving employment for current and future use.
 - d) Incorporating the policies of section 4.E “Employment Conversion” in local official plans.
 - e) Ensuring that the necessary *infrastructure* and services are provided to support current and forecasted employment needs including transit and *active transportation* facilities. This will include undertaking discussions with telecommunications providers regarding the feasibility of servicing existing and future *employment areas* with telecommunications services, including broadband technology, to attract knowledge-based industries and support the technological advancement and growth of existing businesses.
- Policy 3.C.2** Local municipalities should designate and preserve lands within *urban areas* which are adjacent to or in close proximity to existing *major goods movement facilities and corridors* including highway interchanges, *airports*, *marine facilities*, or *rail facilities* as employment lands providing for manufacturing, warehousing, transportation and associated retail, office and ancillary employment uses, where appropriate.
- Policy 3.C.3** The *development of sensitive land uses, major retail uses or major office uses* will, in accordance with Provincial guidelines, avoid, or where avoidance is not possible, minimize and mitigate adverse impacts on industrial, manufacturing or other uses that are particularly vulnerable to encroachment.
- Policy 3.C.4** The *Region* strongly supports local and Regional efforts to develop clusters of associated economic activities including protecting lands within and adjacent to *major goods movement facilities and corridors* for employment and associated supportive uses.
- Policy 3.C.5** Section 3.C “Employment Land” policies should be read in conjunction with section 3.A “Niagara Economic Gateway” policies and section 3.E “Employment Areas”.

- Policy 3.C.6** Retail and office uses will be directed to locations that support *active transportation* and have existing or planned transit.
- Policy 3.C.7** The retail sector will be supported by promoting *compact built form* and *intensification* of retail and service uses and areas and encouraging the integration of those uses with other land uses to support the achievement of *complete communities*.
- Policy 3.C.8** In planning for employment, surface parking will be minimized and the *development* of *active transportation* networks and *transit-supportive* built form will be facilitated.

3.D Commercial Areas

- Policy 3.D.1** The *Region* will undertake a Regional Commercial Systems Study to ensure that the overall supply of commercial space is sufficient to provide for healthy competition without endangering the quality and character of existing shopping facilities, particularly in the downtowns.
- Policy 3.D.2** Local municipalities are encouraged to develop policies which carefully balance the supply of commercial space with the demand for commercial goods and services, placing a particular emphasis on commercial retail goods and services.
- Policy 3.D.3** The *Region* encourages local municipalities to plan for commercial uses and commercial space on the basis of a hierarchy of commercial areas.
- Policy 3.D.4** Local municipalities are encouraged to develop policies which support the use of Market Impact Studies and peer reviews for major commercial applications. Market Impact Studies and peer reviews should consider:
- a) the need for the proposed use;
 - b) the location, size and scale of the proposed *development*;
 - c) the potential for compatibility issues;
 - d) the potential market impacts on existing and planned commercial areas, including downtowns and other shopping nodes;
 - e) the potential for negative impacts on the natural environment;
 - f) the adequacy of the existing transportation *infrastructure*, including pedestrian and cycling *infrastructure*, serving the proposed use;
 - g) the adequacy of the existing water and waste water *infrastructure* and other municipal services; and
 - h) the intent of the policies of this Plan.
- Where the trade area for a Market Impact Study extends beyond the boundary of the *local municipality* in which the proposed commercial facility would be located, the *local municipality* should consult with the other municipalities within the trade area.
- Policy 3.D.5** The *Region* promotes and will facilitate the revitalization of downtowns and the *redevelopment* of *brownfield sites*, *greyfields*, and commercial areas into mixed-use areas that include a variety of employment, institutional, entertainment, recreational and residential uses.
- Policy 3.D.6** The *Region* encourages local municipalities to revise planning policies and zoning by-laws to support the *redevelopment* of *greyfields* into mixed-uses areas. The *Region* strongly supports such *redevelopment* as an alternative to the establishment of new commercial areas.

- Policy 3.D.7** The *Region* promotes the “Main Street” form of commercial *development*, with building facades closer to the street, an efficient use of land, a mix of uses in both new and established areas, and support and access for *active transportation*.
- Policy 3.D.8** The *Region* recognizes neighbourhood commercial activities as an integral part of Niagara’s residential areas.
- Policy 3.D.9** The *Region* supports local food producers by encouraging farmers markets, urban agricultural projects and community vegetable gardens. Local municipalities are encouraged to revise official plans and zoning by-laws to make provision for the above-noted specialty uses.
- Policy 3.D.10** New commercial *development* or *redevelopment* should be assessed in relation to community character and be appropriately located to serve as part of the neighbourhood’s existing or proposed fabric. Assessment in relation to community character could include:
- a) the scale of the activity;
 - b) the orientation of the *development* to adjacent land uses; and
 - c) the capacity of the *development* to operate compatibly with housing.
- Policy 3.D.11** Commercial *development* and *redevelopment* projects should be designed to be transit and *active transportation-friendly*.
- Policy 3.D.12** Parking requirements for commercial uses should be carefully considered and evaluated to ensure that an adequate, but not excessive, amount of parking space is provided. Parking requirements should include provision for secure and sheltered bicycle parking and pedestrian walkways. Municipalities are encouraged to study, assess and develop updated parking standard for commercial areas.
- Policy 3.D.13** Phasing provisions for the retail outlet centre *development* permitted through Amendment 4-2011, located in the Glendale Community of the Town of Niagara-on-the-Lake, shall be contained within the Town of Niagara-on-the-Lake Official Plan. The developer shall pay for its proportionate share of all off-site *infrastructure* required for the *development*.

3.E Employment Areas

- Policy 3.E.1** Niagara's *employment areas* are shown on Schedule G3.
- Policy 3.E.2** The *Region*, in consultation with local municipalities, will designate all *employment areas* in official plans and protect them for appropriate employment uses over the long-term. For greater certainty, *employment area* designations may be incorporated into the Regional Official Plan by amendment at any time in advance of the *Region's* next municipal comprehensive review.
- Policy 3.E.3** The *Region* and local municipalities will promote economic development and competitiveness by:
- a) making more efficient use of existing *employment areas* and vacant and underutilized *employment lands* and increasing employment densities;
 - b) ensuring the availability of sufficient land, in appropriate locations, for a variety of employment to accommodate forecasted employment growth to the horizon of this Plan;
 - c) planning to better connect areas with high employment densities to transit; and
 - d) integrating and aligning land use planning and economic development goals and strategies to retain and attract investment and employment.
- Policy 3.E.4** The *Region* will plan for *employment areas* by:
- a) prohibiting residential uses;
 - b) prohibiting *major retail* uses; and
 - c) limiting other *sensitive land uses* that are not ancillary to the primary employment use.
- Policy 3.E.5** Local official plans and zoning by-laws shall contain provisions that provide for an appropriate interface between *employment areas* and adjacent non-employment areas to maintain land use compatibility.
- Policy 3.E.6** The *Region*, in consultation with local municipalities, will establish minimum density targets for all *employment areas* within *settlement areas* that:
- a) are measured in jobs per hectare;
 - b) reflect the current and anticipated type and scale of employment that characterizes the *employment area* to which the target applies;
 - c) reflects opportunities for the *intensification* of *employment areas* on sites that support *active transportation* and are served by existing or planned transit; and
 - d) will be implemented through official plan policies and designations, and zoning by-laws.

- Policy 3.E.7** *Major office* and appropriate major institutional uses will be directed to the St. Catharines *Urban Growth Centre*, *major transit station areas*, or other *strategic growth areas* with existing or planned *frequent transit* or *higher order transit* service.
- Policy 3.E.8** Existing *office parks* will be supported by:
- a) improving connectivity with transit and *active transportation* networks;
 - b) providing for an appropriate mix of amenities and open space to serve the workforce;
 - c) planning for *intensification* of employment uses;
 - d) ensuring that the introduction of non-employment uses, if appropriate, would be limited and not negatively impact the primary function of the area; and
 - e) approaches to *transportation demand management* that reduce reliance on single-occupancy vehicle use.
- Policy 3.E.9** The *Region*, in consultation with local municipalities, the *Province*, and other appropriate stakeholders, will undertake a co-ordinated approach to planning for large areas with high concentrations of employment that cross municipal boundaries and are *major trip generators*, on matters such as *transportation demand management* and economic development.
- Policy 3.E.10** The conversion of lands within *employment areas* to non-employment uses are not permitted except pursuant to section 4.E “Employment Conversion”.

3.F Provincially Significant Employment Zones

- Policy 3.F.1** The Minister may identify *provincially significant employment zones* and may provide specific direction for planning in those areas to be implemented through appropriate official plan policies and designations and economic development strategies.
- Policy 3.F.2** Lands in a *provincially significant employment zone* shall not be considered for conversion to a non-employment use except as part of the *Region's* next municipal comprehensive review.
- Policy 3.F.3** Local municipal official plans shall contain policies that prohibit conversion of any part of an *employment area* identified within a *provincially significant employment zone* until the *Region's* next municipal comprehensive review.

DRAFT



4.E Employment Conversion

- Policy 4.E.1** The conversion of lands within *employment areas* to non-employment uses may be permitted only through the *Region's* municipal comprehensive review where it has been demonstrated that:
- a) there is a need for the conversion;
 - b) the lands are not required over the horizon of this Plan for employment purposes for which they are designated;
 - c) the municipality will maintain sufficient *employment lands* to accommodate forecasted employment growth to the horizon of this Plan;
 - d) the proposed uses would not adversely affect the overall viability of the *employment area* or the achievement of the minimum *intensification* and density targets in this Plan, as well as the other policies of this Plan; and
 - e) there are existing or planned *infrastructure* and *public service facilities* to accommodate the proposed uses.
- Policy 4.E.2** Notwithstanding section 4.E.1, until the *Region's* next municipal comprehensive review, lands within existing *employment areas* may be converted to non-employment uses, provided the conversion would:
- a) satisfy the requirements of section 4.E.1 a), c), and d);
 - b) maintain a significant number of jobs on those lands through the establishment of development criteria; and
 - c) not include any part of an *employment area* identified as part of a *provincially significant employment zone*.
- Policy 4.E.3** Outside of *employment areas*, development criteria should be established by the *Region* and local municipalities to ensure that the *redevelopment* of any *employment lands* will retain space for a similar number of jobs to remain on site. Development applications shall satisfy all applicable development criteria.
- Policy 4.E.4** For the purposes of section 4.E "Employment Conversion", *major retail* uses are considered to be non-employment uses and are not permitted in *employment areas*. Development applications for the conversion of employment uses to *major retail* uses may only be considered as part of the *Region's* next municipal comprehensive review, and are subject to the policies of section 4.E "Employment Conversion".

4.G Urban Growth

Policy 4.G.12.1 The detailed policies for section 3.A “Niagara Economic Gateway” are incorporated in section 3 “Employment” of this Plan. section 4.G “Urban Growth” policies of this Plan must be read in conjunction with section 3.A “Niagara Economic Gateway” policies for the respective local municipalities.

DRAFT

DRAFT



definitions

Definitions

Brownfield Sites

are undeveloped or previously developed properties that may be contaminated. They are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict or vacant. (PPS, 2014)

Gateway Economic Centre

means *settlement areas* identified in this Plan, as depicted on Schedule G1 that, due to their proximity to major international border crossings, have unique economic importance to the region and Ontario. (Based on the Growth Plan, 2019 and modified for this Plan)

Gateway Economic Zone

means *settlement areas* identified in this Plan, as depicted on Schedule G1 that, due to their proximity to major international border crossings, have unique economic importance to the region and Ontario. (Based on the Growth Plan, 2019 and modified for this Plan)

Employment Area

means areas designated in this Plan for clusters of business and economic activities including, but not limited to, manufacturing, warehousing, offices, and associated retail and ancillary facilities. (Based on the PPS, 2014 and modified for this Plan)

Employment Land

means lands that are designated in local official plans or zoning by-laws for employment uses. *Employment lands* may be within and outside of *employment areas*.

Major Retail

means large-scale or large-format stand-alone retail stores or retail centres that have the primary purpose of commercial activities. (Growth Plan, 2019)

Major Office

means freestanding office buildings of approximately 4,000 square metres of floor space or greater, or with 200 jobs or more. (Growth Plan, 2019)

Office Parks

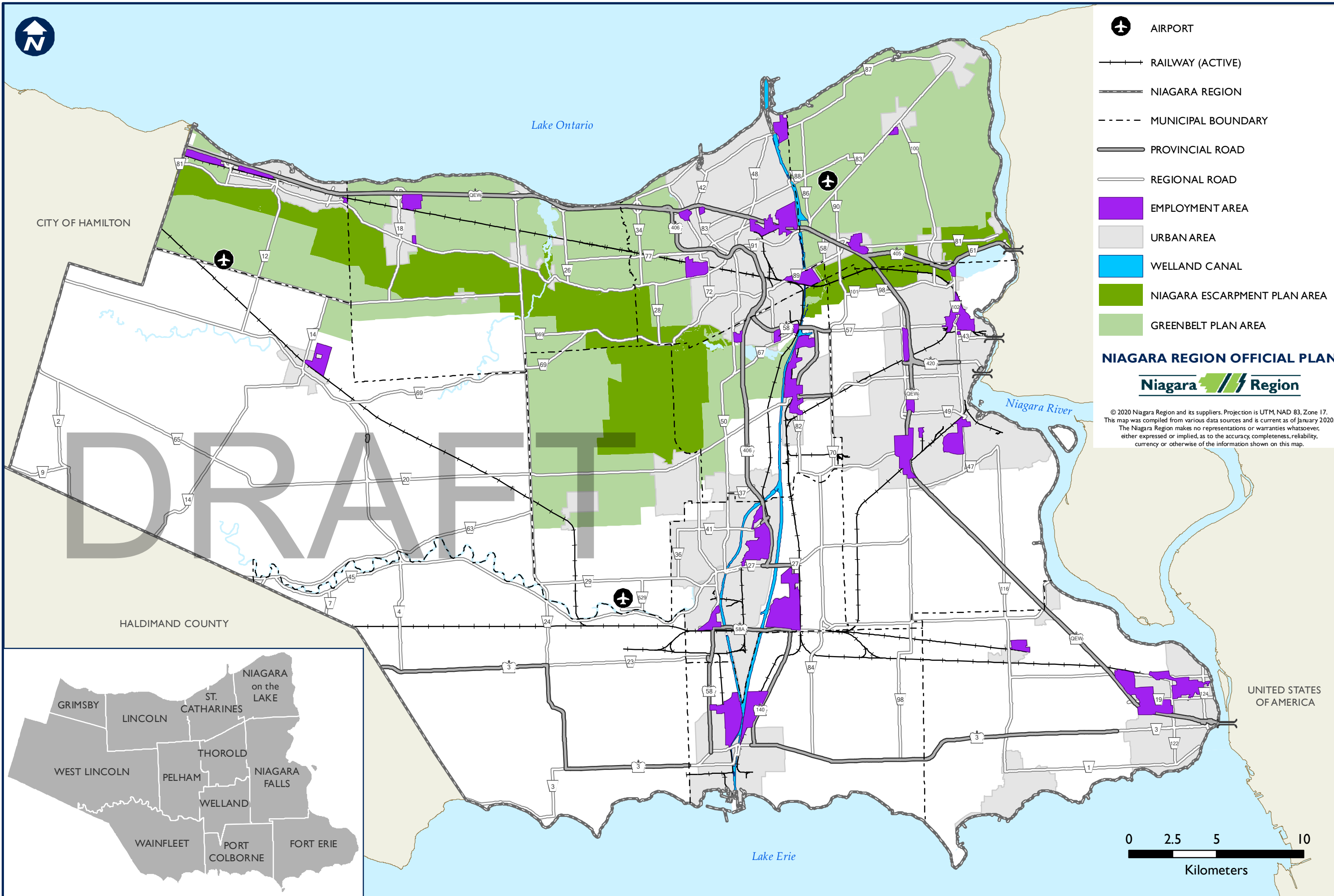
means *employment areas* or areas where there are significant concentrations of offices with high employment densities. (Growth Plan, 2019)

Niagara Economic Gateway

means the total geographic area of the local municipalities a part of the *Gateway Economic Centre* or *Gateway Economic Zone*.

Provincially Significant Employment Zones

means areas defined by the Minister in consultation with affected municipalities for the purpose of long-term planning for job creation and economic development. *Provincially significant employment zones* can consist of *employment areas* as well as mixed-use areas that contain a significant number of jobs. (Growth Plan, 2019)

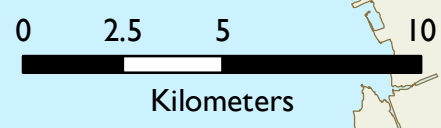
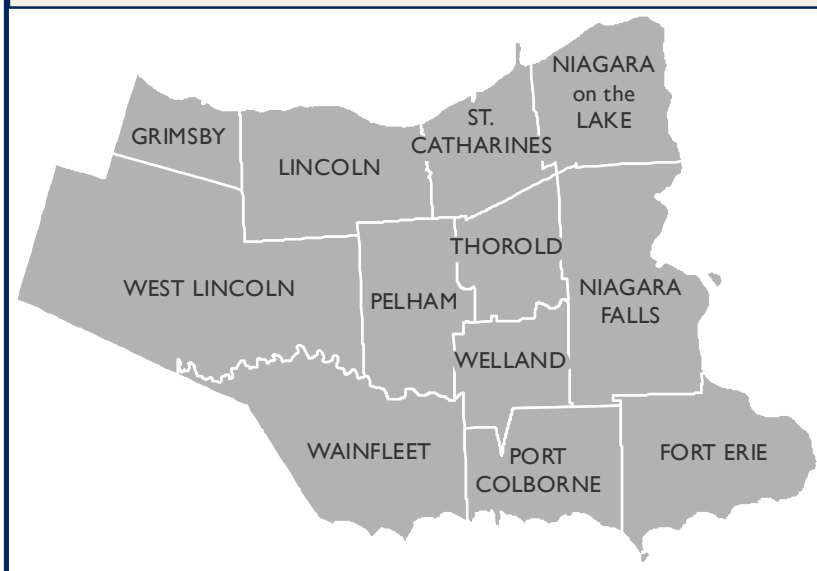


- AIRPORT
- RAILWAY (ACTIVE)
- NIAGARA REGION
- MUNICIPAL BOUNDARY
- PROVINCIAL ROAD
- REGIONAL ROAD
- EMPLOYMENT AREA
- URBAN AREA
- WELLAND CANAL
- NIAGARA ESCARPMENT PLAN AREA
- GREENBELT PLAN AREA

NIAGARA REGION OFFICIAL PLAN



© 2020 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. This map was compiled from various data sources and is current as of January 2020. The Niagara Region makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, currency or otherwise of the information shown on this map.





Board of Directors Meeting Highlights-December 18th, 2019

Presentations:

The Board recognized Honourary Board Member Dominic (Mickey) Difruscio for 25 years of service to the NPCA. Being his last meeting, Member Difruscio was presented with a plaque a framed photograph, a sign denoting his home as a stopping point on the Monarch Butterfly migration route and a Lifetime Pass to the NPCA Conservation Areas.

The Board acknowledged the hard work and dedication of Chief Administrative Officer D. Gayle Wood in efforts to rebuild and take the Conservation Authority in a new direction. Ms. Wood noted that although retiring, she would remain as a Director of the Niagara Peninsula Conservation Foundation. Ms. Wood was presented with a framed print a Comfort Maple pen respectively by the Boards of the NPCA and the Niagara Peninsula Conservation Foundation.

Whistleblower Policy:

The Board adopted a Whistleblower Policy to protect and guide staff who report improprieties in the workplace. Final approval of the policy was the culmination of several months of background research and discussion.

New Chief Administrative Officer

With the pending retirement of D. Gayle wood, the Board formally appointed Chandra Sharma as its new Chief Administrative Officer / Secretary – Treasurer.

Appointments to the PAC

The Board also appointed citizens to the Public advisory committee as follows:

Environmental sector:	Jackie Oblak
Agriculture South sector:	Joseph Schonberger
Landowner/Public-at-Large:	Erika Furney
Tourism/Chamber of Commerce:	Harry Korosis (2 nd term)

Welland River Floodplain Mapping

The final meeting of 2019 also saw final approval and conclusion of the long-awaited Welland River Floodplain mapping project.

Links to Minutes and Video:

<https://npca.ca/administration/board-meetings>

CITY OF QUINTE WEST

*Office of the Mayor
Jim Harrison*



**P.O. Box 490
Trenton, Ontario, K8V 5R6**

**TEL: (613) 392-2841
FAX: (613) 392-5608**

January 15, 2020

Mr. Jamie McGarvey, President
Association of Municipalities of Ontario
200 University Ave., Suite 801
Toronto, Ontario M5H 3C6

RE: Resolution – Conservation Authorities

Dear Mr. Jamie McGarvey:

This letter will serve to advise that at a meeting of City of Quinte West Council held on January 13, 2020 Council passed the following resolution:

Moved by Cassidy
Seconded by Alyea

Whereas the City of Quinte West has been well served by both the Lower Trent Conservation Authority and the Quinte Conservation Authority and

Whereas we have working service agreements with both Authorities and

Whereas we value the efforts of the Conservation Authorities to monitor floods, to manage source water protection and to ensure the integrity of the watersheds within our municipality and conserve our natural environment and

Whereas the current Provincial government is reviewing the mandate and potential funding to Conservation Authorities

Be it resolved that the City of Quinte West requests that the Provincial Government improve their funding of Conservation Authorities to provide a more stable funding base that would prevent any downloading of costs to municipalities

And further that the Provincial Government will maintain and not diminish the core mandate of Conservation Authorities

And further that we forward this motion to the Minister of Environment, Conservation and Parks, the Minister of Natural Resources, the Premier, the Leaders of all opposition parties, all of our local municipal partners, and AMO to seek their support and concurrence. **Carried**

We trust that you will give favourable consideration to this request.

Sincerely,

CITY OF QUINTE WEST

A handwritten signature in black ink, appearing to read "Jim Harrison", with a large, sweeping flourish at the end.

Jim Harrison
Mayor



COUNCIL RESOLUTION



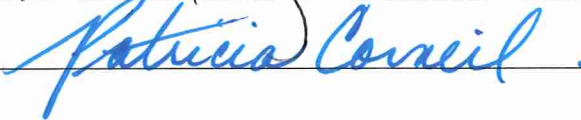
Res: 2020.01. 23

Wednesday, January 15, 2020

Moved by:



Seconded by:



THAT Conservation Authorities have been protecting people and conserving and restoring watersheds with local communities for over 50 years; and

THAT Municipalities must work together to ensure resilient and healthy watersheds for residents; and

THAT Conservation Authorities will be important partners in concrete and cost-effective initiatives to address climate change.

THEREFORE IT BE RESOLVED THAT the Council of the Municipality of Dutton Dunwich supports the important role Conservation Authorities provide to local communities in delivering watershed management programs

AND THAT this resolution be circulated to all upper and lower-tier municipalities, Conservation Authorities and the Provincial Government (Minister of Environment, Conservation and Parks) in Ontario

<u>Recorded Vote</u>	<u>Yeas</u>	<u>Nays</u>
P. Corneil	_____	_____
A. Drouillard	_____	_____
K. Loveland	_____	_____
M. Hentz	_____	_____
B. Purcell – Mayor	_____	_____

CARRIED:



Mayor

DEFEATED:

Mayor

Township of Wainfleet
Attention: Municipal Authority of Wainfleet
31940 Highway #3
Wainfleet, ON.
L0S 1V0

January 14th, 2020

Antima Kumar
Director of Esso Gas Station & LCBO Convenience Outlet
11609 Highway #3
Wainfleet, ON.
L0S 1V0

To the Municipal Authority of Wainfleet:

As you may be aware, in order for my LCBO Convenience Outlet to be open on major holidays (specifically Victoria Day, Canada Day, Labour Day, Thanksgiving and Family Day) I would need approval from the municipality the outlet falls under.

This letter is to reach out to the municipality asking for approval to remain open on the holidays above, as outlined in the LCBO Agency Store manual.

I ask that you would kindly grant permission for me to open my LCBO Convenience Outlet on the holidays specified above.

Best Regards,



Antima Kumar
Director of Esso Gas Station & LCBO Convenience Outlet