

## City of Port Colborne Council Meeting Agenda

**Date:** August 23, 2021  
**Time:** 6:30 pm  
**Location:** Council Chambers, 3rd Floor, City Hall  
 66 Charlotte Street, Port Colborne

	<b>Pages</b>
1. Call to Order	
2. National Anthem	
3. Proclamations	
4. Adoption of Agenda	
5. Disclosures of Interest	
6. Approval of Minutes	
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9.1.	Jill Croteau, Niagara Region Physician Recruitment & Retention Coordinator - Physician Recruitment Update	
<b>10.</b>	<b>Delegations</b>	
	<p>Due to COVID-19 this meeting will be conducted virtually. Anyone wishing to speak to Council is asked to submit a written delegation that will be circulated to Council prior to the meeting. Written delegations will be accepted until noon the day of the meeting by emailing <a href="mailto:deputyclerk@portcolborne.ca">deputyclerk@portcolborne.ca</a> or submitting a hard copy in the after-hours drop box in front of City Hall, 66 Charlotte Street, Port Colborne. Written delegations accepted after this time will be circulated with the minutes and included as public record.</p>	
10.1.	Jane Hozian, McKeil Marine Limited - Request to receive exemption from By-law 89-2000 and receive a pass to park on West Street	124
<b>11.</b>	<b>Mayor's Report</b>	
<b>12.</b>	<b>Regional Councillor's Report</b>	
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<b>14.</b>	<b>Councillors' Remarks</b>	
<b>15.</b>	<b>Consideration of Items Requiring Separate Discussion</b>	
<b>16.</b>	<b>Motions</b>	
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<b>18.</b>	<b>Minutes of Boards &amp; Committees</b>	
<b>19.</b>	<b>By-laws</b>	
19.1.	By-law to Appoint Whitney Gilliland as a Deputy Clerk (Commissioner for Taking Affidavits)	135
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- 19.3. By-law to Adopt, Ratify and Confirm the Proceedings of the Council of  
The Corporation of the City of Port Colborne

**20. Confidential Items**

Confidential reports will be distributed under separate cover. Items may require a closed meeting in accordance with the *Municipal Act, 2001*.

- 20.1. Minutes of the closed session portion of the July 12, 2021 Council Meeting
- 20.2. Chief Administrative Office Report 2021-225, Proposed or Pending Acquisition or Disposition of Land
- 20.3. Chief Administrative Office Report 2021-217, Proposed or Pending Acquisition or Disposition of Land and Solicitor-Client Privilege
- 20.4. Chief Administrative Office Report 2021-218, Proposed or Pending Acquisition or Disposition of Land
- 20.5. Chief Administrative Office Report 2021-222, Proposed or Pending Acquisition or Disposition of Land

**21. Procedural Motions**

**22. Information items**

**23. Adjournment**

## **City of Port Colborne**

### **Council Meeting Minutes**

**Date:** Monday, August 9, 2021  
**Time:** 6:30 pm  
**Location:** Council Chambers, 3rd Floor, City Hall  
66 Charlotte Street, Port Colborne

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

**Member(s) Absent:** D. Kalailieff, Councillor

**Staff Present:** A. LaPointe, Acting Director of Planning and Development/City Clerk  
C. Madden, Deputy Clerk (minutes)  
S. Lawson, Acting Chief Administrative Officer and Fire Chief  
D. Suddard, Acting Director of Public Works

#### **1. Call to Order**

Mayor Steele called the meeting to order.

#### **2. National Anthem**

#### **3. Proclamations**

#### **4. Adoption of Agenda**

Moved by Councillor A. Desmarais

Seconded by Councillor E. Beauregard

That the agenda dated August 9, 2021 be confirmed, as circulated.

Carried

**5. Disclosures of Interest**

**5.1 Councillor E. Beauregard - Recommendation Report for Zoning By-law Amendment D14-11-21, 607 Barrick Road, 2021-214**

The Councillor has an indirect pecuniary interest as he is employed by Upper Canada Consultants, the agent for the Applicant.

**5.2 Councillor E. Beauregard - By-law to Amend Zoning By-law 6575/30/18 Respecting 607 Barrick Road**

The Councillor has an indirect pecuniary interest as he is employed by Upper Canada Consultants, the agent for the Applicant.

**5.3 Councillor H. Wells - Port Colborne Municipal Drain Meeting to Consider, 2021-211**

The Councillor has a direct pecuniary interest as his property lies within the watershed of the Port Colborne Municipal Drain.

**5.4 Councillor H. Wells - By-law to Provide for a Section 4 and Section 78 Engineer's Report for Drainage Works on the Port Colborne Municipal Drain**

The Councillor has a direct pecuniary interest as his property lies within the watershed of the Port Colborne Municipal Drain.

**6. Approval of Minutes**

Moved by Councillor R. Bodner

Seconded by Councillor H. Wells

- a. That the minutes of the regular meeting of Council held on July 26, 2021, be approved as circulated.
- b. That the minutes of the Public Meeting held on July 19, 2021, be approved as circulated.

Carried

**6.1 Regular Meeting of Council - July 26, 2021**

**6.2 Public Meeting - July 19, 2021**

**7. Staff Reports**

Moved by Councillor F. Danch  
Seconded by Councillor M. Bagu

That item 7.1 be approved, and the recommendations contained therein be adopted.

Carried

#### **7.1 Grants for Non-Profits, 2021-216**

That Chief Administrative Office Department Report 2021-216 be received; and

That the following grants for non-profits be approved for the second allocation of 2021 grants:

\$4,500	79 Lynton Davies Air Cadet Squadron
\$2,000	Education Foundation of Niagara
\$1,300	Junior Achievement of Waterloo Region
\$6,725	United Way Niagara

#### **8. Correspondence Items**

Moved by Councillor F. Danch  
Seconded by Councillor M. Bagu

That items 8.1 and 8.2 be received for information.

Carried

#### **8.1 Niagara Region - Niagara Regional Transit (NRT) on Demand - Port Colborne Inclusion**

#### **8.2 Niagara Peninsula Conservation Authority - Pollinator Species**

#### **9. Presentations**

#### **10. Delegations**

#### **11. Mayor's Report**

A copy of the Mayor's report is attached.

#### **12. Regional Councillor's Report**

Regional Councillor Butters provided an update to City Council.

**13. Staff Remarks**

**14. Councillors' Remarks**

**14.1 Lockview Park Virtual Open House (Desmarais)**

Councillor Desmarais expressed her apologies towards the residents of Ward 2 and relayed her regrets for not being able to attend the Lockview Park Virtual Open House on August 11, 2021.

**14.2 Traffic Calming Bollards on Chippawa Road (Wells)**

Councillor Wells expressed appreciation towards Public Works staff for coordinating the placement of traffic calming bollards on Chippawa Road. Councillor Wells inquired whether staff would consider adding more bollards along Chippawa Road.

**14.3 Temporary Parking Signs on Firelanes (Wells)**

In response to Councillor Wells' inquiry regarding whether staff can enforce those who park on the Firelanes where the temporary 'No Parking' signs are located, the Fire Chief confirmed that staff can enforce only on the City-owned Firelanes.

**14.4 Road End Survey (Wells)**

Councillor Wells requested an update on the Road Ends Study. This matter is to be addressed by the Chief Administrative Officer when he returns.

**14.5 Traffic Calming Bollards on Chippawa Road (Beauregard)**

Councillor Beauregard expressed gratitude towards staff for quickly replacing the traffic-calming bollards on Chippawa Road after someone had removed them over the weekend.

**15. Consideration of Items Requiring Separate Discussion**

**15.1 Port Colborne Municipal Drain Meeting to Consider, 2021-211**

Councillor H. Wells declared a conflict on this item. (The Councillor has a direct pecuniary interest as his property lies within the watershed of the Port Colborne Municipal Drain.)

Moved by Councillor R. Bodner

Seconded by Councillor G. Bruno

That Public Works Department Report 2021-211 be received; and

That the Mayor and Clerk be directed to execute a by-law to provisionally adopt the Port Colborne Municipal Drain Engineer's report, dated April 16<sup>th</sup>, 2021, prepared by Paul Marsh, P.Eng. of EWA Inc., under Section 78, Chapter D. 17 of the Drainage Act R.S.O. 1990.

That staff be directed to advance the Port Colborne Municipal Drain Engineer's Report to that of the Court of Revision, as per Section 46(1), Chapter D. 17 of the Drainage Act R.S.O. 1990.

That Councillor \_\_\_\_\_,  
Councillor \_\_\_\_\_ and Councillor \_\_\_\_\_  
\_\_\_\_\_ be appointed as members of the Port Colborne Municipal Drain Court of Revision and Councillor \_\_\_\_\_ be appointed as an alternate to be tentatively scheduled for September 29, 2021.

**Amendment:**

Moved by Councillor R. Bodner  
Seconded by Councillor G. Bruno

That Public Works Department Report 2021-211 and the Engineer's Report pertaining to the Port Colborne Municipal Drain be referred back to the Engineer, Mr. Paul Marsh, for reconsideration.

Carried

- a. **Delegation material from Jack Hellinga, resident**
- b. **Memo from Alana Vander Veen, Drainage Superintendent - Port Colborne Municipal Drain**

**15.2 Recommendation Report for Zoning By-law Amendment D14-11-21, 607 Barrick Road, 2021-214**

Councillor E. Beauregard declared a conflict on this item. (The Councillor has an indirect pecuniary interest as he is employed by Upper Canada Consultants, the agent for the Applicant.)

Moved by Councillor F. Danch  
Seconded by Councillor M. Bagu

That Planning and Development Report 2021-214 be received as information;

That the Zoning By-law Amendment attached as Appendix A be approved, rezoning the property from Residential Development (RD) to First Density Residential (R1) and Residential Development with an added Holding provision (RD-65-H); and

That Planning staff be directed to circulate the Notice of Passing in accordance with the Planning Act.

Carried

### **15.3 Tow Truck Parking Inquiry, 2021-213**

Moved by Councillor A. Desmarais

Seconded by Councillor E. Beauregard

That Community Safety & Enforcement Department Report 2021-213 be received for information; and

That the parking of commercial vehicles on or off street in residential zones continue to be enforced in accordance with By-laws 89-2000 and 6575/30/18.

Carried

#### **a. Delegation from Nicolas Desrosiers**

### **16. Motions**

### **17. Notice of Motions**

### **18. Minutes of Boards & Committees**

Moved by Councillor A. Desmarais

Seconded by Councillor M. Bagu

That items 18.1 and 18.2 be approved, as presented.

Carried

#### **18.1 Port Colborne Historical & Marine Museum Board Minutes - June 15, 2021**

#### **18.2 Grant Policy Committee Minutes - February 18, 2021**

**19. By-laws**

**19.1 By-law to Provide for a Section 4 and Section 78 Engineer's Report for Drainage Works on the Port Colborne Municipal Drain**

Councillor H. Wells declared a conflict on this item. (The Councillor has a direct pecuniary interest as his property lies within the watershed of the Port Colborne Municipal Drain.)

Note: Item was withdrawn as a result of the corresponding report being referred back to the Engineer.

**19.2 By-law to Amend Zoning By-law 6575/30/18 Respecting 607 Barrick Road**

Councillor E. Beauregard declared a conflict on this item. (The Councillor has an indirect pecuniary interest as he is employed by Upper Canada Consultants, the agent for the Applicant.)

Moved by Councillor F. Danch  
Seconded by Councillor M. Bagu

That item 19.2 be enacted and passed.

Carried

**19.3 By-law to Adopt, Ratify and Confirm the Proceedings of the Council of The Corporation of the City of Port Colborne**

Moved by Councillor G. Bruno  
Seconded by Councillor H. Wells

That item 19.3 be enacted and passed.

Carried

**20. Confidential Items**

**21. Procedural Motions**

**22. Information items**

**23. Adjournment**

Mayor Steele adjourned the meeting at approximately 7:21 p.m.

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William C. Steele, Mayor

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Amber LaPointe, City Clerk



**PORT COLBORNE**

## **Mayor's Report**

August 9, 2021 Council Meeting  
COVID-19

Ontario marked three weeks on Friday since entering the third step of its pandemic reopening plan but it has yet to hit the vaccination targets set for restrictions to roll back further.

The province previously progressed through earlier phases of its reopening within 21 days, but the government has established three firm thresholds that must be met before nearly all public health measures drop away.

Eighty per cent of all Ontarians aged 12 and older must have at least one shot, 75 per cent need to be fully immunized and all public health units must have fully vaccinated 70 per cent of eligible residents before the province can move on from Step 3.

The first condition is the only one that has been met so far.

Did you know, you don't need to book an appointment to get vaccinated at a Public Health clinic? Walk-ins are welcome for first and second doses for anyone 12 years of age and older. Clinics are open from 9:30 a.m. to 6 p.m. Walk-in vaccinations depend on vaccine supply and aren't guaranteed. To ensure vaccine will be available, people are still encouraged to book an appointment at [www.ontario.ca](http://www.ontario.ca).

Please watch our social media pages for complete updates as we receive them from the province. At this time, it will still be important for you to wear a mask and maintain social distancing.

City staff are working on a plan to reopen City Hall in the coming weeks. Staff are continuing to offer customer service support for residents, businesses, and visitors by phone, email, website, and social media channels.

More information regarding the safe and gradual reopening of City Hall for walk-in appointments and services, including paying water and tax bills, will be available in the coming weeks. The goal, as always, is to ensure the health and safety of both employees and

residents are being met. Once City Hall reopens, screening protocols will be in place and all visitors will be required to wear a mask. Residents, however, will still be encouraged to pre-schedule an appointment to ensure the appropriate staff member is available to assist them.

If you have questions in regards to City Hall services or would like to report a concern, you can contact a Customer Service representative Monday – Friday 8:30 a.m. to 4:30 p.m. by calling 905-835-2900 or via email [CustomerService@portcolborne.ca](mailto:CustomerService@portcolborne.ca).

Alternatively, you can visit our website [www.portcolborne.ca](http://www.portcolborne.ca) and submit a service request or inquiry by clicking on the “Request A Service” tab, located on the top right corner of our website page.

### Association of Municipalities of Ontario

Next week myself, CAO Scott Luey and Manager of Strategic Projects Gary Long will be attending the Association of Municipalities of Ontario conference virtually.

We are fortunate to have been able to set up appointments to meet with six of Ontario’s ministers to discuss issues that are important to Port Colborne and to seek the province’s support.

### NPCA Strategic Plan

The Niagara Peninsula Conservation Authority will be holding their 2021-2031 Strategic Plan Virtual Information Session on August 19 at 6:30 p.m.

At this session, participants will have a first look at key components of the new 10-year Strategic Plan, developed through the recent involvement of all partners in conservation.

With all strategic planning activities completed, the NPCA is now seeking feedback on the key components of the draft strategic plan before it is completed and presented to the Board of Directors in the fall.

Visit the [Get Involved NPCA](#) online engagement portal to register for this meeting, view supporting documents, or to leave a comment or question for staff.

The session will be recorded and made available on the portal for those who are unable to attend. Questions and written feedback will be accepted through the Get Involved NPCA portal until Sept. 3.

## Here's your chance to the WIN the Ultimate Port Colborne Staycation

For the month of August, the City of Port Colborne is offering you the chance to win the Ultimate Port Colborne Staycation prize package including two cruiser bikes, \$500 in gift cards and other special prizes.

Port Colborne is a popular destination to discover, and we want you to have the opportunity to experience it for yourself. For the month of August, find a photo frames set up around Port Colborne at various popular destinations including:

- H.H. Knoll Lakeview Park
- Port Colborne Promenade
- Nickel Beach
- Centennial Cedar-Bay Beach
- Lock 8 Park
- The Sugarloaf Marina
- City Hall
- The Public Library
- The Port Colborne Historic and Marine Museum

Snap a photo at one of these photo frames, post it to either Facebook, Instagram or Twitter using hash tag Port Colborne Staycation and you're entered to win. If you discover multiple spots in Port Colborne, snap a photo and tag us to be entered more than once.

Complete contest rules and how to enter can be found on our website. Interested in PORTicipating, but don't use social media? No problem. Participants can submit their photos by emailing your entries to [communicationsofficer@portcolborne.ca](mailto:communicationsofficer@portcolborne.ca).

## H.H. Knoll Lakeview Park Redesign

The City of Port Colborne is seeking resident input on a redesign of the entrance parkette at H.H. Knoll Lakeview Park as part of a strategy to enhance recreational spaces for residents and attract business investment and tourists to the city.

Last year the mini-putt course and concession building located at the parkette were removed, which has allowed for two food trucks to operate in that location for the 2021 summer season.

Residents are encouraged to complete a short online poll that asks which of the four concept plans they like the best. City staff will collect and review the poll's results to determine the most preferred concept. This poll is open now until Friday, August 20 at 11:59 p.m. More information can be found on our website.

## Lockview Park Redevelopment

Just a reminder, the City of Port Colborne is seeking resident input on the redevelopment of Lockview Park as part of the implementation of the 2020-2030 Parks and Recreation Master Plan.

The next virtual public open house is this Wednesday, August 11 at 6:30 p.m. Individuals interested in joining the virtual open house are asked to email [lockviewpark@portcolborne.ca](mailto:lockviewpark@portcolborne.ca) for more information. The meeting will be hosted through Zoom and more information can be found on the City's website.

## Clear Your Great Initiative at Sugarloaf Marina

Sugarloaf Marina is excited to launch the 'Clear Your Gear' initiative that aims to prevent improperly discarded fishing line that could potentially cause entanglement concerns for people, boats, and wildlife.

The 'Clear Your Gear' initiative originated in Iowa, U.S.A. before making its way to Canada.

The goal is to collect and recycle used fishing line by providing cannisters throughout marinas and boat docks to prevent fish, shorebirds, water wildlife, scuba divers and boat propellers from getting tangled in it.

Most fishing line bought today is made of non-biodegradable monofilament, and if not disposed of properly, can remain in the environment for years.

With the help of local avid fisherman and community environmental advocate, Mike Cooper, the 'Clear Your Gear' initiative is now available at Sugarloaf Marina.

Mike first approached the City about this project in the new year, emphasizing the importance of being environmentally conscience and proposed alternative recycling solutions.

With a little help from volunteers and City staff, four cannisters have been strategically placed at Sugarloaf Marina, the public boat ramp, and H.H. Knoll Lakeview Park, to allow for easy recycling of used fishing line.

For more information, visit [clear your gear dot ca](http://clearyourgear.ca).

## Free Comic Book Day at the Library

This Saturday August 14, from 10 a.m. to 4 p.m. the Port Colborne Public Library is hosting their free comic book day. Drop by the library to pick up your free comic book!

Spin the prize wheel to win an extra prize!

Feeling SUPER?

Dress up like your favourite Superhero or wear a cape, and get your photo taken with a local superhero! Thanks to our friends at Sketchbook Comics & Games for the comics. This free event is for all ages. We hope to see you there.

Thank you and stay safe.



**Subject: Erie Street Watermain – Funding and Construction Approval**

**To: Council**

**From: Public Works Department**

Report Number: 2021-205

Meeting Date: August 23, 2021

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**Recommendation:**

That Public Works Department Report 2021-205 be received;

That Council approve funding for the construction of watermain on Erie Street in the amount of \$1.88 million; and

That Council delegate the authority to the Director of Public Works to award the construction contract to the lowest bid proposal through the City's tender process.

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**Purpose:**

To seek funding in the amount of \$1.8 million for the construction of Erie Street watermain between Killaly Street West and Neff Street.

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**Background:**

On June 14, 2021, Council approved Report Number 2021-158, the award for the Design of Replacing Watermain on Erie Street. The Project was awarded to Associated Engineering Ltd. (the consultant).

Staff accepted the consultant's preliminary design recommendation to replace the watermain in a new alignment located on the southbound lane of Erie Street, between the existing storm and sanitary sewer. This would allow the existing watermain to remain in service while the new watermain is being constructed, eliminating the requirement for a temporary (aboveground) water system during construction.

It is anticipated that the tender will be issued in September 2021, and the contract awarded immediately thereafter.

## **Discussion:**

The existing 150 mm diameter cast iron watermain on Erie Street, installed in the 1940s, has reached the end of its service life with numerous breaks occurring in recent years. Approximately 740 metres of watermain, servicing 54 residential homes, will be replaced along the entire length of Erie Street between Killaly Street West and Neff Street, crossing the intersections and side streets at Minto, Pine, Union, McCain, Charles, Snider, and George Street.

A preliminary cost estimate was prepared by the consultant to compare three different design options; installation in the same trench location (Option A), installation in a new trench location (Option C), and a hybrid option which used a new trench for part of the watermain and the same trench for the other part (Option B) (Appendix – Figure 3-1). Removal and replacement of watermain at the same trench location (Option A or B) would require installation of a temporary aboveground water system to service the affected homes, would conflict with the existing storm sewer system, and would also require the removal of mature trees (Appendix – Figure 3-2 and 3-3). The cost difference between the various options is marginal, thus the preferred watermain alignment in a new trench location (Option C) will provide the least inconvenience during construction, will allow the mature trees on the street to remain and provides flexibility with the construction phasing.

While staff intend to award the contract in late September/early October, staff have been made aware that there are currently Province-wide shortages of some watermain materials due to the pandemic. The successful contractor will be required to provide proof of materials availability prior to the start of trench excavation to avoid any potential delays once construction has started. However, it is possible that construction may need to be pushed back to early Spring 2022 due to materials shortages. Staff will advise Council of any construction delays.

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## **Internal Consultations:**

Consultations with the Water Wastewater Department revealed that between 2008 and 2021, over 20 watermain breaks were repaired on Erie Street and that most of the breaks (15) occurred south of Union Street to Killaly Street West.

The consultant completed a Preliminary Design Investigation Report and conducted a Risk Management Workshop with City Staff. During the Workshop, staff identified the risk of additional watermain breaks occurring during construction, and thus chose the new watermain alignment (Option C) as it had the most separation from the existing watermain to mitigate that risk. It was also identified that construction activities during

winter would increase the risk of watermain breaks occurring.

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### **Financial Implications:**

The construction cost is estimated at \$1.88 million to be funded through a combination of previously approved water capital funds (\$362,000 and water reserve funds (\$1.518 million).

This will leave the unallocated water capital budget and reserve balances at zero.

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### **Public Engagement:**

There will be public engagement and notification during the design phase and prior to start of construction. Thus, soliciting feedback and mitigating concerns during construction.

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### **Strategic Plan Alignment:**

The initiative contained within this report supports the following pillar(s) of the strategic plan:

- City-Wide Investments in Infrastructure and Recreational/Cultural Spaces
  - Governance: Communications, Engagement, and Decision-Making
- 

### **Conclusion:**

Council approval of funding will accelerate the construction of watermain in early fall 2021, thus mitigating risk of watermain disruption through winter.

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### **Appendices:**

- a. Sketch – Option C preferred watermain alignment

Respectfully submitted,

Eliza Durant, BSc., C.E.T.  
Civil Technologist  
905-835-2900 Ext. 215  
Eliza.Durant@portcolborne.ca

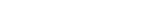
**Report Approval:**

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.



PLOT DATE: 2021-06-30 4:00:15 PM  
 SAVE DATE: 2021-06-30 12:39:08 PM SAVED BY: FREEMANS  
 DWG PATH: c:\erie street w\m\30% submission\cad\erie\_watermain\_figure.dwg



	OPTION A - SAME ALIGNMENT		EXISTING WATERMAIN
	OPTION B - HYBRID ALIGNMENT		EXISTING SANITARY
	OPTION C - NEW ALIGNMENT		EXISTING STORM

<b>AE PROJECT No.</b>	2021-5587-00
<b>SCALE</b>	1:1000
<b>APPROVED</b>	SKM
<b>DATE</b>	2021-07-13
<b>REV</b>	1

DESIGN & CONSTRUCTION OF ERIE STREET WTM  
CITY OF PORT COLBORNE

## WATERMAIN ALIGNMENT ALTERNATIVES ALONG ERIE STREET FROM NEFF STREET TO KILLALY STREET WEST





PLOT DATE: 2021-06-30 3:18:25 PM  
DATE: 2021-06-30 12:35:00 PM  
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**Subject: Green Infrastructure Stream Funding for Watermain Replacements**

**To: Council**

**From: Public Works Department**

Report Number: 2021-224

Meeting Date: August 23, 2021

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**Recommendation:**

That Public Works Department Report 2021-224 be received; and

That Council direct the Manager of Water and Wastewater to apply for Green Infrastructure Stream funding for watermain replacement projects.

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**Purpose:**

This report is submitted to seek Council's approval to apply for Green Infrastructure Stream funding for watermain replacement projects.

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**Background:**

On Tuesday, July 13, the Province announced the second intake of the Green Infrastructure Stream funding program. The Green Stream is part of the joint federal and provincial Investing in Canada Infrastructure Program (ICIP). Up to \$240 million in joint federal and provincial funding is available for this intake, including \$110 million from the Ontario government. This round of funding is targeted towards smaller municipalities, First Nations and Local Service Boards with populations under 100,000.

Eligible project categories include drinking water projects that:

- Focus on addressing critical health and safety issues or;
- Projects that relate to rehabilitation and replacement (i.e. no new builds or expansion of existing assets to accommodate growth/development).

The maximum total eligible project cost is \$5 million, and eligible costs include design and construction. Projects must start by September 30, 2022 and be completed by

October 31, 2026. Multiple watermain replacement projects within the same distribution system are eligible. The funding formula is 40% from the federal government, matched at 33.33% by the Province and municipalities are responsible for the remaining 26.67%.

The application deadline is September 9, 2021.

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## **Discussion:**

Water/wastewater staff have reviewed the most current water Infrastructure Needs Study (completed in 2014), historic watermain break records, water quality results and water quality complaints and have come up with a list of six potential watermain replacement projects:

- Davis Street between Rodney Street and Durham Street (660m)
- Hawthorne Heights (Thorncrest Road, Runnymede Road 900m)
- Omer Avenue between West Side Road and Knoll Street (330m)
- Homewood Avenue between Sugarloaf Street and Clarence Street (600m)
- Berkley Avenue between Wellington Avenue and the dead end (450m)
- West Street south of Sugarloaf Street, looping through 11 King into King Street (250m)

Since only watermain replacement projects are eligible for the funding, Engineering staff are reviewing the condition of the sanitary, storm and road infrastructure in the proposed project areas to assist with determining which projects are best suited to the application and are preparing cost estimates to assist in determining how many of the six projects will fit within the maximum funding. Staff's goal is to submit for the maximum \$5 million in funding.

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## **Financial Implications:**

Should the City's funding application be successful, the maximum amount the City will need to contribute towards the watermain replacement projects would be \$1,333,500. As the projects are required to be completed between September 2022 and October 2026, the contribution would be funded from the annual water budget. For purposes of the application, staff propose the City's portion will be funded from the 2022, 2023, 2024, 2025 and 2026 Water Capital Budget, averaging \$266,700 annually. A funding substitution to debenture financing may be proposed to Council following the completion of the Infrastructure Needs Study update, anticipated for completion next year.

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## **Strategic Plan Alignment:**

The initiative contained within this report supports the following pillar(s) of the strategic plan:

- City-Wide Investments in Infrastructure and Recreational/Cultural Spaces
  - Value: Financial Management to Achieve Financial Sustainability
- 

## **Conclusion:**

The ICIP Green Infrastructure Stream provides an opportunity to leverage \$1.5 million of municipal funds to replace up to \$5 million of watermain in Port Colborne by acquiring \$3.5 million from upper levels of government. Staff feel that this is an opportunity that shouldn't be missed.

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## **Appendices:**

- a. Ontario Investing in Green Infrastructure to Help Smaller Communities

Respectfully submitted,

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## **Report Approval:**

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.

## NEWS RELEASE

# Ontario Investing in Green Infrastructure to Help Smaller Communities

New projects will focus on critical drinking water needs

July 13, 2021

[Infrastructure](#)

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TORONTO — Ontario is protecting people's health by bringing infrastructure investments to small communities to help them improve the quality of their drinking water.

Starting today, Tuesday, July 13, eligible municipalities, First Nation communities and Local Services Boards can begin applying for funding through the second intake of the Green Infrastructure stream.

The Green Stream is part of the joint federal and provincial Investing in Canada Infrastructure Program (ICIP). Up to \$240 million in joint federal and provincial funding is available for this intake, including \$110 million from the Ontario government.

"The people of Ontario need and deserve reliable and safe drinking water," said the Honourable Kinga Surma, Ontario's Minister of Infrastructure. "The first intake of the Green Infrastructure Stream was heavily over subscribed. We heard the demand for more investments in drinking water infrastructure in small communities, and we are taking action to support residents living in those communities."

Across the province, funds will target projects that address critical health and safety needs in communities by making local drinking water infrastructure safer and more reliable.

"Investing in cleaner infrastructure is key to our economic recovery and tackling climate change," said the Honourable Catherine McKenna, Federal Minister of Infrastructure and Communities. "Federal funding through the Green Infrastructure Stream will support community projects such as clean energy, energy efficient retrofits, and waste-water upgrades. Canada's infrastructure plan invests in thousands of projects, creates good jobs across the country, and builds cleaner, more inclusive communities."

The Green Infrastructure Stream follows federal guidelines to support the reduction of greenhouse gas emissions or enable greater adaptation and resilience to the impacts of extreme weather and disaster mitigation. It also helps ensure communities have clean air and safe drinking water for everyone.

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## Quick Facts

- The current application intake for the Green Infrastructure Stream opened on July 13, 2021 to 408 eligible municipalities with populations under 100,000, 127 First Nations and eight Local Services Boards with eligible drinking water infrastructure assets.
- Eligible applicants will have up to 8 weeks with a deadline of September 9, 2021 to submit applications for provincial review and nomination to the federal government through the [Transfer Payment Ontario website](#).
- The Investing in Canada Infrastructure Program (ICIP) is a \$33-billion, 10-year infrastructure program, cost-shared between the federal, provincial and territorial governments, and other partners.
- Under ICIP, Ontario is investing over \$10.2 billion to improve public transit; community, culture and recreation; green; rural and northern communities; and other priority infrastructure.
- To date, ICIP includes provincial funding of more than \$1.06 billion for over 265 local transit projects; \$116.5 million for

140 rural and northern projects; more than \$40 million for over 70 green infrastructure projects through the first intake; and more than \$300 million for over 270 community, culture and recreation projects.

- As part of ICIP, Ontario launched the COVID-19 Resilience Infrastructure stream with combined federal and provincial funding of \$1.05 billion. This includes up to \$250 million in federal-provincial funding for municipalities to address critical local infrastructure needs to improve health and safety.
- Through the Ontario Community Infrastructure Fund (OCIF), Ontario also provides funding to help 424 small, rural and northern communities build and repair critical local infrastructure, including roads, bridges, water and wastewater infrastructure.

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## Additional Resources

- [Ontario Builds map](#)
- [2021 Budget - Ontario's Action Plan: Protecting People's Health and Our Economy](#)

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## Media Contacts

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**Subject: Niagara Transit Governance Update**

**To: Council**

**From: Chief Administrative Office**

Report Number: 2021-206

Meeting Date: August 23, 2021

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**Recommendation:**

That Chief Administrative Office Report 2021-206 be received for information.

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**Purpose:**

The purpose of this report is to provide Council with the revised financial, board composition, and service strategies developed by the Governance Steering Committee (GSC) in support of a consolidated Niagara transit system.

These revised strategies have been developed to respond to feedback received from local Councils during the first phase of consultation.

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**Background:**

This report represents the next step in the ongoing effort to consolidate transit in Niagara. A number of previous milestones have been achieved including the formation of an inter-municipal transit working group (2015), a memorandum of understanding between the major transit partners (2017), and consultant studies such as the 'Dillon Report' (2017) and the Niagara Transit Governance Study (NTGS) (2020).

In early 2021, local Councils across Niagara were asked to consider and provide feedback on the results of the NTGS and a parallel financial strategy. Port Colborne staff presented feedback on behalf of the City that included:

- That the City of Port Colborne service levels set out in the report Transit Enhancement Opportunity (Report 2021-15) dated January 11, 2021 are maintained and improved upon

- That the proposed financial model be amended to address concerns presented by the City of Port Colborne
- That Regional Council consider geographical areas, such as South Niagara, when selecting members of the Commission
- Further examination of the option for municipalities to purchase enhanced transit services as part of the revised financial model.

An expanded transit Governance Steering Committee (GSC), comprised of the thirteen (13) CAOs from across Niagara, was established to review and address the feedback from local Councils. The revised financial, board composition, and service strategies are intended to directly address and reflect the first round of municipal feedback: they have been recommended by the GSC and subsequently endorsed by the Linking Niagara Transit Committee (LNTC) for a second round of municipal feedback.

Port Colborne City Council is now being asked to review the revised strategies as part of a second round of consultation and provide any additional feedback for incorporation in the final strategies that will come forward as part of a future triple-majority vote.

## **Discussion:**

Regional and Local Area Municipality staff have been actively engaged in transit discussions in Niagara and pursuing a consolidated transit service model. The City's Chief Administrative Officer and Director of Corporate Services are active participants in these initiatives. Recent activities have focused on financial strategies, governance discussion, and service standards, a summary of these is provided below.

## **Revised Strategies**

Niagara Region has forwarded report *LNTC-C 3-2021* (Appendix A), which provides the detailed overview of the revised financial, board composition, and service strategies that City Council has been asked to consider. These revised strategies are summarized below.

### Financial Strategy

The previous Regional general levy assessment-based financial strategy has been significantly updated. The financial strategy is now based on a special levy model (one for each municipality) where:

- Transit costs which are currently on municipal levies would be replaced with a Regional levy which is apportioned to municipalities based on proportion or local service hours within each municipality;
- Transit costs already on the Regional levy today would stay on the levy as they are currently; and

- Any future or incremental costs for transit would be allocated to each community based on service hours (as part of the Regional levy).

The revised twelve special levy approach allocates transit costs based on proportion of services hours and therefore no longer relies solely on municipal property values. The move to a service hour-based model means that residents will only be charged for the services they receive.

The financial model also introduces a capital reserve and incorporates the costs for the expanded hours of operation discussed in the service strategy below.

### Board Composition

The GSC has recommended that a transitional Commission Board be established for a three-year period, comprised of fifteen elected officials. The change to a fully elected Board (from the previous mixed board of elected and public members) is intended to reflect feedback from many municipalities for more direct or more frequent representation.

Key features of the proposed model include:

- Each municipality in Niagara would have one full-time seat, with additional seats being provided to St. Catharines and Niagara Falls due to larger transit ridership.
- Municipalities would be asked to nominate their representatives, which must be either Local or Regional Councillors, and who would then be formally appointed or rejected by Regional Council.
- Supporting the Commission Board would be a twenty-member Advisory Board, made up of members of the public and advocates from across Niagara. The Advisory Board would meet quarterly and provide non-binding advice to the Commission Board.
- Similar to the Commission Board of elected officials, local Councils would also be asked to nominate one citizen representative to the Advisory Board.

After the three-year transition period, an external review would be undertaken to assess whether the revised model is meeting the objectives of the Commission. The GSC has recommended that a hybrid model of both elected and public members be considered in the future.

### Service Standards Strategy

During the first round of consultation many municipalities requested either that their existing service levels be maintained or for additional detail regarding future expansion of transit. In response, a series of service standards has been developed, that proposes three phases of future improvements:

Phase 1 – a move to a common set of operating hours (6 a.m. to Midnight Monday-Saturday and 7 a.m. to 9 p.m. Sundays/Holidays), given that currently each transit service has different hours.

Phase 2 – combining specialized transit services with on-demand services.

Phase 3 – a full network service review that will look for opportunities to grow ridership.

Based on the service standards and the move to the operating hours above, Port Colborne would add eight hours of additional service on weekdays as well as Saturday/Sunday/Holiday service. This would result in 3,744 additional hours of transit service in Port Colborne in the future. In the long term, a move to combine on-demand service and specialized services is anticipated as part of the amalgamation.

As referenced in the financial strategy above, future budget increases will be allocated to each municipality on the basis of service hours provided such that they are only paying for the services that they are receiving.

### Next Steps

The GSC is seeking input on the revised strategies from all Niagara municipalities over the summer. Once that input is received, it will be reviewed by the GSC and reflected in a final set of strategies that formulate the terms and conditions for final approval.

The triple-majority process is anticipated to start in the Fall of 2021, once municipal feedback has been received, addressed and/or incorporated.

This phase is about feedback on the revised models and whether or not any outstanding issues, concerns, or questions exist. It does not represent the triple-majority vote.

### Port Colborne Feedback

During the first round of consultation, City Council supported moving forward with the process to consolidate transit, with the understanding that concerns related to the assessment-based financial model, Board representation, and service levels would be addressed.

The revised strategies address the original feedback in the following ways:

- The revised twelve special levy approach for local and incremental costs significantly lowers the impact to Port Colborne residents from the upload of current transit costs.
  - These costs are no longer redistributed across Niagara based property value, but rather will be allocated based on service hours in each community. This means that Port Colborne residents will only be charged for the services they receive.

- The revised board composition model provides a full-time seat for Port Colborne on the Commission Board, responding to previous concerns related to share and frequency of representation.
- The service standards outlined will enhance transit service over the coming years, ensuring that at a minimum, the current service hours in Port Colborne will be maintained.

Staff believe that the changes recommended by the GSC address the points of feedback that were previously provided. No additional feedback has been recommended for the second round of consultation.

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### **Financial Implications:**

There are no direct financial implications associated with this report.

Should the triple-majority vote to consolidate transit proceed, the current municipal transit levy would transfer to the Regional Levy as part of the move to the proposed financial model.

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### **Strategic Plan Alignment:**

The initiative contained within this report supports the following pillar(s) of the strategic plan:

- Service and Simplicity - Quality and Innovative Delivery of Customer Services
  - Attracting Business Investment and Tourists to Port Colborne
  - Value: Financial Management to Achieve Financial Sustainability
  - Governance: Communications, Engagement, and Decision-Making
- 

### **Conclusion:**

The revised financial, board composition, and service strategies respond to the feedback that was previously provided by City Council. No additional feedback has been recommended in anticipation of the triple-majority vote this fall.

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### **Appendices:**

- a. Regional Report LNTC-C 3-2021

Respectfully submitted,

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**Report Approval:**

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.

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**Subject:** Niagara Transit Governance - Revised Strategies Reflecting Phase 1 Municipal Consultation

**Report to:** Linking Niagara Transit Committee

**Report date:** Wednesday, June 30, 2021

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## Recommendations

1. That Report LNTC-C 3-2021 **BE FORWARDED** to the Clerks of Niagara's twelve (12) local area municipalities and that they **BE REQUESTED** to have the Council's of the twelve (12) local area municipalities advise the Regional Clerk of any additional municipal feedback on the revised Financial Strategy, Board Composition model, and Service Standards Strategy, no later than August 25, 2021.

## Key Facts

- The purpose of this report is to present an updated financial strategy, service standards strategy, and revised board composition model supporting the creation of one consolidated transit Commission in Niagara.
- These recommendations have been developed by the Governance Steering Committee (GSC), comprised of all thirteen (13) municipal Chief Administrative Officers (CAOs) across Niagara. The GSC was created to review and address feedback provided by local area municipalities (LAMs) during the 'Phase 1' consultation roadshow.
- Based exclusively on Phase 1 feedback, the GSC has recommended significant updates to three primary elements to directly address this input:
  - **Financial Strategy:** the recommended financial strategy proposes that all the local municipal transit service budgets be uploaded to the Commission in 2023 and to be consolidated with the Region's transit budget and to be assessed to the local area municipalities by way of special levies to be approved annually by the Region.
    - Services levels are different in each municipality; therefore, the Region proposes that twelve (12) Special Levies be adopted in 2023. Each special levy will allocate 65% of 2023 net transit costs based on service hours, with

existing Niagara Regional Transit services continuing to be allocated to the special levy based on local share of Region wide assessment.

- The 2023 estimated Commission baseline service budget will require a 7.3% increase to the Regional Budget with equal and concurrent reductions to Municipal budgets therefore minimizing the net residential impact.
- **Board Composition** – a transitional board comprised of fifteen (15) elected officials with each municipality having representation. A governance review to be undertaken in year three of operation.
- **Service Standards Strategy** – Niagara-wide service standards that detail short-term enhancements (1-3 years) in each community to achieve consistent, equitable access to transit for all Niagara residents, in advance of a longer term network review planned in year five of the Commission's operation.
- Subject to approval of the recommendation of this report, the next step will be a second round of consultation with LAM councils. This will provide LAMs an opportunity to review the recommended updates and provide additional input by late August.
- This report does not initiate the triple-majority approval process. It is anticipated that the triple-majority vote will occur after the consultation on this report has been completed and any feedback incorporated. The triple-majority approval process is anticipated to occur in Fall 2021.

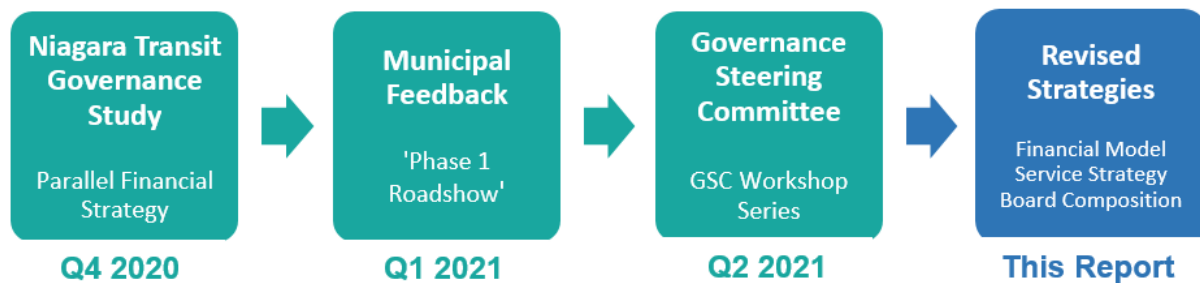
## Background

In the fall of 2020, *LNTC-C 4-2020* presented the results of the Niagara Transit Governance Study (NTGS) with the recommendation of a Commission governance model, a proposed board structure, and a transition plan. This report also recommended a financial strategy developed in parallel to and in support of the NTGS.

At the direction of LNTC, consultation with each of Niagara's twelve (12) LAMs followed as opportunity for review and feedback. This Phase 1 consultation roadshow occurred through Q1 2020, with feedback centering on three primary or common themes: the financial strategy, composition of the board, and the need for a more defined (but high level) service strategy. Beyond the major themes, additional feedback and concerns specific to each municipality was also received.

The GSC was created, comprised of all thirteen (13) municipal CAOs, with a mandate to reflect LAM feedback in revised strategies and models. A series of six workshops were convened through Q2 2021 to address the identified issues and arrive at a consensus recommendation addressing the three common themes, as shown in Figure 1.

*Figure 1 - Transit Governance Process*



The purpose of this report is to present the results of this process and the revised financial strategy, board composition model, and service strategy that have been recommended by the Governance Steering Committee.

These revised strategies are intended to directly address the feedback received from LAMs during Phase 1 consultation.

## Financial Considerations

To realize the consolidation of transit services across Niagara, the funding strategy must establish:

- the baseline or start-up budgets for the Commission and the basis for levy and tax rates to the residents;
- how one-time start-up and transition costs associated with the establishment of the Commission will be funded; and
- how transit-related assets currently owned by LAMs will be transferred and funded on a long-term basis.

The recommended financial strategy proposes the Region to upload the estimated baseline local transit service net expenditure using 2020 budget at \$27.8 M and estimated to be \$29.4M in 2023. The upload to the new Regional Commission will occur in a single year and be levied back on each of the LAMs using twelve Special Levies, one for each municipality, established by the Region with each year's budget process. The proposed model ensures that future service growth plans are paid for by the municipalities which receive the services, using the corresponding 12 Regional Special Levies.

The 2023 estimated Commission baseline service budget requiring a 7.3% increase to the Regional budget would be offset by equal and concurrent reductions to Municipal budgets to minimize the residential taxpayer impact from transit consolidation.

The financial strategy allocates the local net operating costs plus incremental capital, which represent approximately 65% of 2023 Commission net transit costs to be allocated to each Special Levy based on service hours. Existing NRT services will continue to be allocated to the Special Levy based on municipal share of Regional assessment. The short term service strategy and future transit growth will be subject to future budget approvals, and will directly impact the costs apportioned to each municipality.

The financial strategy was evaluated based on the feedback received during the LAM presentations and described in Table 1 below.

*Table 1 - Model Option Evaluation*

<b>Evaluation Criteria:</b>	<b>Municipal Specific Tax Rates (12) Special Levies</b>
<b>Demonstrated value to Municipalities for added investment</b>	Collectively leverages practices to reduce total regional cost by \$9.0M in debt financing and \$14.0M in capital over 10 years
<b>Funding tied to services residents receive</b>	Substantial share (65%) of service cost tied to municipal specific service hours
<b>Alignment and adjustments tied to service expansion costs</b>	
<b>A desire for ability to “top up” or add extra or enhanced services</b>	Will change service hours for LAM and be allocated to LAM specifically
<b>Consistent with Guiding Principles: Economically Responsible</b>	No more than current Regional costs and related inflation apportioned to LAMs using region wide assessment. Mimic current General Levy financial distribution.
<b>Consistent with Guiding Principles: Fair</b>	Percentage distribution of costs between Conventional service and Alternative service LAMs in line with Status Quo (74/26)

The estimated incremental requirements for the Commission’s transit budget during years 2023-2033 have been modeled to include estimates for the following components using the following strategies subject to future Regional budget approval (see Appendix 1 for financial estimates). Note that all modelling is estimated based on 2020 budgets and would be adjusted prior to 2023 to reflect most recent financials.

#### *Base Budget*

The total base service costs for 2020 (\$44.2M) are adjusted annually for inflation by 1.5%. The estimated base service net operating budget for 2023 of \$46.4M includes \$28.7M for local service, \$0.7M in local debt payments, \$15.8M for regional service and \$1.3M in regional debt payments.

### *Provincial Gas Tax (PGT)*

Currently \$1.5M of Provincial Gas Tax (PGT) is used annually to offset operating expenditures in local transit budgets. PGT can be maximized by preserving it to be used to support capital replacements. The financial strategy proposes the reduction of \$0.3M annually in the operating budget for 5 years to provide funding for fleet replacement. The annual incremental Regional budget required is 0.1% beginning in 2023 and ending in 2027.

### *On-Demand/ Specialized Services*

Currently there are a number of contracted services for on-demand and specialized transit services across Niagara. Phase 2 of the service planning strategy proposes \$5.0M in capital in 2024 (1.2% Regional budget increase) plus an additional \$1.0M in net operating costs beginning in 2025 (0.2% Regional budget increase) to reduce the number of contracted services and allow the Commission to provide the services in-house.

### *Service Standardization and Growth*

The current Niagara transit system will require an additional 55,000 hours of enhancements to local and regional service levels to standardize daily schedules across all municipalities (Phase 1 of the Service Planning Strategy). The service enhancements would begin in September 2024 with a partial year net operating increase of \$1.2M (0.3% Regional budget increase). The fully annualized net operating impact is \$5.0M therefore an additional Regional budget increase of 1.0% would be required in 2025.

The Commission Phase 3 service planning strategy will include a comprehensive network review in 2025 and may deviate from the conservative growth projections provided by the NTGS. However, based on preliminary forecasts a conservative growth strategy would require an additional net operating budget increase of \$4.0M phased in between 2026-2030 with a total Regional budget increase of 1.0% (see Appendix 2).

## *Capital*

### *A. Capital Asset Transfer to the Commission & the Cummings Principle*

Based on the recommendation from the NTGS as part of the peer jurisdictional review, the CAO Working Group (established by the Linking Niagara Transit Committee (LNTC) to oversee and direct the Project Team to deliver the NTGS) has endorsed the use of applying the Cummings Principle to the future transfer of assets from the LAMs to the new Commission. The premise of the Cummings Principle is to transfer assets (and related outstanding liabilities), from one municipality to another with no additional compensation, since transferring assets for additional compensation results in the taxpayer paying twice for the same public asset.

This principle, established through judicial precedent, has been applied for over four decades in the municipal setting throughout Ontario, as well as in the vast majority of transit consolidations reviewed as leading practices. The use of the Cummings Principle is also well aligned to Niagara's established guiding principle of fairness, which respects the existing investments made by communities.

### *B. Capital Replacement Strategy*

#### *i. Capital Growth*

Niagara Region is currently conducting a Development Charge (DC) review and will propose that a Transit DC be established to fund future capital growth. The Transit DC will be used to mitigate capital requirements resulting from the service expansions outlined in the NTGS. The conservative growth strategy estimates an additional \$15M in new capital to achieve the associated service growth outlined in the previous section. The financial strategy applies a 5 year growth plan beginning in 2026, however Phase 3 of the Service Planning Strategy incorporates a fulsome service review in 2025 and therefore forecasted growth between 2026 and 2033 may vary from the NTGS.

#### *ii. Capital Reserve Strategy*

Currently Niagara transit operators collectively receive \$6.8M annual in PGT, with \$1.5M being used to mitigate net operating costs (see section above). The financial strategy, beginning in 2023, establishes a 5 year phasing out of PGT for operating and directs these funds towards fleet replacements. The existing PGT funding contributes to

65% of annual fleet requirements therefore leaving a funding gap of \$6.5M (\$3.5M for fleet replacements plus an additional \$3M for all other capital requirements).

The proposed capital reserve strategy recommends that this \$6.5M gap be addressed over a three year period by way of an incremental increase in the Commission budget to provide for a transfer to capital reserve. The total budget impact from the proposed reserve strategy is an annual incremental Regional budget increase of 0.53% each year for 3 years. The proposed strategy ensures appropriate funding for annual fleet replacements by 2025, with all capital requirements being met by 2030 (See Appendix 3).

The reserve strategy also proposes that as growth occurs, that future annual transfers to reserve are adjusted accordingly. The increased fleet to meet future service growth is phased in over 5 years beginning in 2026 and is estimated at \$15M. The total proposed capital investment including the \$5M in 2024 to reduce contracted services will require an additional \$1.8M in annual transfers to reserve to ensure adequate funding for future vehicle replacements.

### *Transition Costs*

The NTGS provides a range of estimated transition costs which include those costs that are related to the transition team plus other one time and incremental costs necessary for transit consolidation. Key activities include the legal establishment of the Commission, development of initial strategic and branding plans, development of transfer agreements, and performance monitoring. These one-time costs have been estimated at a total of \$3.85M to \$4.96M over the course of 4 years from 2021 through 2024.

Currently the transition costs are anticipated to be funded through a combination of existing budgets previously established for NRT as well as Provincial/ Federal transit funding programs. The Ministry of Transportation supports Niagara to regionalize transit with improvements to service integration and harmonizing concessions. Phase 3 of the Federal and Provincial Safe Restart Agreement (SRA) funding supports the transformation of transit structures/governance between neighboring municipal governments and allows for funding to mitigate up to 50% of one time transition costs. The Region will continue to advocate to the Province to provide additional funding mechanisms in the case that SRA Phase 3 will not provide sufficient funds after local transit budget expenditures are used for current operating.

### *Commission Common Fare Strategy*

Currently local transit fares are \$3.00 while Regional trips require \$6.00 to gain access to local connections. The total impact of moving to a single \$3.00 fare to ride across Niagara is estimated at \$2.6M or 0.6% increase to the Regional budget. The existing revenue sharing-agreements between NRT and Local operators, flow 45% of all NRT fare revenue to local operators therefore resulting in a proportionately larger impact in the service hour based Special Levy allocation.

*Table 2 - Revenue Impact - Common Fare Strategy*

<b>Common Fare Strategy Revenue Impact</b>	<b>Transit Operator Impact</b>	<b>\$ impact</b>
Cash/Pass Revenue Share Agreement (55% Regional/ 45% Local)	Regional Impact	(\$0.08)
	Local Impact	(\$0.63)
U-Pass Agreement Local Tap Rate Agreement	Local Impact	(\$1.88)
<b>Total Estimated Revenue Loss from Single Fare</b>		<b>(\$2.59)</b>
<b>Regional Budget Impact</b>		<b>0.6%</b>

Prior to COVID-19, the Niagara College U-Pass agreement contained a per student ridership 'tap' rate of \$0.75 to ride on local transit. The common fare strategy and transit consolidation may eliminate this incremental revenue, however future Niagara College U-Pass agreements would be structured similarly to existing agreements between St. Catharines and Brock University Students' Union, ensuring that incremental transit service driven by student demand does not impact the taxpayer.

### *Special Levy - Municipal Act Section 326 Special Services*

The establishment of a Special Levy, as defined in the Municipal Act for Special Services (section 326 (2) (b)) states "service or activity being provided or undertaken at different levels or in a different manner in different part of the municipality".

*Table 3 - Criteria for Special Levy Establishment*

12 special levies requires 12 service levels		
	2023	2033
<b>Service Hours per Household</b>	All different	Few different –Service Strategy outcomes influence long term “ <b>service level</b> ” and may not maintain a different service level across all municipalities as currently exists.
<b>Service Hours per Capita</b>	Most different	
<b>Frequency of Service</b>	Few different	
<b>Type of Service: Conventional, On-Demand, Specialized, Blend</b>	Few different	

The ability to maintain 12 special levies should be monitored annually as part of service strategy and consideration given to fewer levies as service levels become aligned.

#### *Transit Consolidation 2023 Financial Impact*

The estimated municipal apportionment for each of the 12 Special Levies is represented in Appendix 4 for both the operating budget of \$46.4 M and the first year of the capital replacement strategy of \$2.2M. Current and projected cost portions have been aggregated by type of service, with conventional service municipalities representing St. Catharines, Niagara Falls and Welland, while all remaining municipalities are considered alternative services. Currently conventional transit municipalities represent 77% of all transit costs, under the recommended financial strategy these municipalities will be apportioned 74% of the total consolidated transit operating budget and 85% of capital.

### **Board Composition**

The GSC has recommended a revised governance structure that would establish a transitional Commission Board for a minimum three-year period comprised of fifteen (15) elected officials.

A transitional Commission Board reflects two core principles and areas of LAM feedback on the NTGS model:

- the need for more frequent and direct representation for all municipalities;
- [while] maintaining representation for larger municipalities proportional to their ridership and financial contributions.

This transitional Commission Board will be reviewed after three (3) years by a third-party to ensure that the composition, size, and share of representation has resulted in an effective governing body that is achieving the strategic objectives of the Commission.

This review will consider options including maintaining the transitional fifteen (15) member structure, other fully elected boards with a smaller number of total representatives, and hybrid board structures that include public skills-based members in line with the recommendation of the NTGS. The GSC maintains the position that the establishment of a hybrid governing model remains a preferred outcome for the future permanent Board structure and should be strongly considered during the Year 3 review.

The key features of the recommended transitional model are as follows:

- A fifteen (15) member transitional Commission Board comprised exclusively of elected representatives, with the City of St. Catharines receiving three (3), the City of Niagara Falls receiving two (2), and each of the other ten (10) municipalities receiving one (1) full-time representative.
  - The additional representatives for St. Catharines and Niagara Falls reflect their significantly greater share of transit ridership in Niagara.
- Municipal representatives for the Commission Board will be recommended to Regional Council by each local Council, and can be either Regional or Municipal Councillors. While local Councils will be asked to forward recommendations for nomination to the Board, final responsibility and authority for appointing members to the Board will rest with Regional Council, as the Commission will be an agency of the Region. This appointment responsibility resting with Regional Council ensures the Region, solely responsible for the funding of the Commission, retains necessary control in line with Public Sector Accounting Board (PSAB) principles.
- The role and membership of the supporting Advisory Board will be expanded to balance the fully elected official transitional Commission board. Meeting frequency will be increased to quarterly from semi-annually, and stakeholders representing the perspectives of disability, youth, and seniors representatives will

be added. The Advisory Board provides non-binding advice and recommendations to the Commission Board.

- The transitional Commission Board will have responsibility for appointing representatives to the Advisory Board.
- Similar to representatives for the transitional Commission Board, local Councils will be asked to forward recommendations for the twelve (12) resident member positions.
- The transitional Commission Board will report directly to Regional Council, which will have responsibility for approving the annual budget for the Commission.

*Figure 2 - GSC Recommended Board Structure*

Transitional Transit Commission Board	Advisory Board
<p><b>(15) Total Elected Official Representatives</b></p> <ul style="list-style-type: none"> <li>• (3) St. Catharines</li> <li>• (2) Niagara Falls</li> <li>• (1) Fort Erie</li> <li>• (1) Grimsby</li> <li>• (1) Lincoln</li> <li>• (1) Niagara-on-the-Lake</li> <li>• (1) Pelham</li> <li>• (1) Port Colborne</li> <li>• (1) Thorold</li> <li>• (1) Wainfleet</li> <li>• (1) Welland</li> <li>• (1) West Lincoln</li> </ul>	<p><b>(20) Total Public Stakeholder Representatives</b></p> <ul style="list-style-type: none"> <li>• (12) Niagara Residents (one per Municipality)</li> <li>• (2) Members representing Accessibility Advisory Committees or other Accessibility Stakeholders</li> <li>• (2) Post-Secondary Representatives (1 student union representative from Brock University and Niagara College)</li> <li>• (1) Member representing Niagara Chambers of Commerce</li> <li>• (1) Senior Issues Stakeholder</li> <li>• (1) Youth Issues Stakeholder</li> <li>• (1) Transit Commission General Manager (ex-Officio)</li> </ul>

Transitional Transit Commission Board	Advisory Board
<i>Members recommended by local Councils, appointed by Regional Council.</i>	<i>Resident members recommended by local Councils, all members appointed by the Transit Commission Board.</i>

The move from the NTGS recommended nine (9) member hybrid board to a 15-member board directly responds to LAM feedback from ‘Phase 1’ consultation to achieve greater representation for smaller LAM municipalities. All Niagara LAMs will full-time representation on the transitional Commission Board and an opportunity to influence the establishment of the Commission and its initial operation directly. This influence is further supplemented at Regional Council, where Regional Councillors will provide direction to the Commission through the annual budget process.

### Niagara Service Standards Strategy

The third area of common LAM feedback related the future levels of service to be delivered by the Commission – both in terms of ensuring the existing levels of service in their communities was maintained as a minimum, and how future enhancements would be planned and funded.

The **Niagara Service Standards Strategy**, provided as Appendix 5, outlines a three-phased approach to the standardization and enhancement of transit service:

- **Phase 1** – Years 1 & 2 – Standard Operating Hours Across Niagara
- **Phase 2** – Year 3 – Combine Specialized and Demand Responsive Services
- **Phase 3** – Years 4 & 5 – Network Review and Growth

The strategy takes the approach of establishing a series of common operational standards such as hours of operation, service frequency, and service coverage that the Commission will seek to meet through incremental service improvements in the first few years of operation. A comprehensive Network Service Review and plan is considered for Phase 3, the timing of which will allow for the Commission to properly assess its needs after the assumption of operation and at which time the impacts on transit ridership from COVID-19 will be better understood.

This strategy is intended to act as an initial guideline for the Commission, demonstrating the types of services and improvements that could be implemented in the future. Within

the strategy, changes to service levels are examined through the perspective of each community to indicate the types of enhancements that they can expect to see as the service standards are achieved.

The Commission and its Board, through its own planning studies (i.e. Network Service Review discussed in Phase 3), approvals, and budgets will make the final decisions about what service improvements will be provided.

## Strategy Comparison

The financial strategy, revised board composition model, and service standards strategy recommended by the GSC significant updates to directly address the input received from LAMs. Below provides a summary comparison of the original NTGS and financial model and the revised strategies recommend by the GSC.

*Table 4 – Original NTGS and Updated GSC Recommendation Comparison*

Strategy	NTGS and Original Financial Recommendation	GSC Recommendation
Financial	<ul style="list-style-type: none"> <li>• Single Regional Levy.</li> <li>• Costs distributed to the LAMs based on Regional property assessment.</li> </ul>	<ul style="list-style-type: none"> <li>• Twelve (12) Special Levies.</li> <li>• Regional transit costs will be allocated to Special Levy based on local share of Regional assessment.</li> <li>• Local transit costs will be allocated to Special Levy based on local service hours.</li> </ul>
Board Composition	<ul style="list-style-type: none"> <li>• Nine (9) member hybrid board.</li> <li>• Two (2) rotating representatives for smaller LAMs.</li> </ul>	<ul style="list-style-type: none"> <li>• Fifteen (15) member board comprised of elected official representatives.</li> <li>• Full-time representation for smaller LAMs.</li> </ul>

Strategy	NTGS and Original Financial Recommendation	GSC Recommendation
Service Standards	<ul style="list-style-type: none"> <li>NTGS growth projections from Future State assessment.</li> <li>Network Service Review prior to service launch</li> </ul>	<ul style="list-style-type: none"> <li>Niagara wide service standards</li> <li>Short-term Phase 1 and Phase 2 enhancements precede a Phase 3 Network Service Review</li> </ul>

Appendix 6 connects these revised strategies back to the feedback received from each LAM, as well as additional areas of feedback that were identified outside the major themes.

## Next Steps and 2021 Workplan

The GSC has recommended that a second round of LAM consultation be undertaken to present the revised strategies contained in this report, confirm issues have been addressed, and gather any additional feedback before proceeding to triple majority.

Adoption of the recommendation of this report will initiate this consultation process, which is anticipated to occur over the summer of 2021. The Regional project team will work with the CAO, Mayor, and Clerk in each municipality to provide the level of support required as each Council develops their feedback and input.

*Figure 3 - 2021 Governance Workplan*



For clarity, adoption of this report and its consideration by the LAMs during the second round of consultation will not represent the triple-majority approval process.

Rather, input received through the second consultation period will be reflected in the final proposal advanced as part of triple-majority approval, anticipated to commence in early Fall 2021.

Based on reflection of any second round feedback by the LAMs, the triple-majority approval process will begin with the consideration of a final report by LNTC, anticipated for September 29, 2021. This would then be followed by a Regional Committee of the Whole or Special Council meeting in mid-October. At that meeting, Regional Council will be asked to formally adopt the by-law initiating triple-majority, which will then be forwarded to each LAM for consideration through the remainder of Q4 2021. Triple majority support consists of:

- a majority of all votes on upper-tier council [Regional Council];
- a majority of all the lower-tier [LAM] councils passing resolutions consenting to the by-law;
- the total number of electors in the lower-tier [LAM] municipalities that have passed resolutions consenting to the by-law form a majority of the electors in the upper-tier municipality

Should triple-majority be achieved, a one-year period would be required to establish the Commission and prepare for the assumption of day-to-day operations on approximately January 1, 2023. This transition is outlined in the NTGS.

## **Communications and Engagement**

A communications strategy has been developed to support this workplan, and will be undertaken to further education, awareness and engagement on the move towards a region-wide single transit system. The primary objectives of this communication strategy are:

- Provide councils with confidence that residents had the opportunity to understand the recommendations and provide their comments;
- Provide transit stakeholders and supporters with the information and resources they need to engage in the conversation about consolidated transit for Niagara; and
- Support the consideration of the triple majority vote to establish a new transit model for Niagara.

The strategy incorporates outreach to a wide variety of stakeholders across Niagara, including both groups who have been part of previous governance consultation programs, as well as additional stakeholders who have been identified by the GSC. These will include:

- **Niagara Residents** - Transit users in municipalities that have both existing traditional transit service and that do not have regular, frequent traditional service; residents in areas with no service; and residents who currently do not use public transit; and
- **Transit stakeholders and supporters** - Regional and local councillors; Chambers of Commerce and other Niagara business/employment groups; post-secondary institutions and student unions; and social services and other community non-profit organizations.

The strategy will support both the municipal review and feedback period over the summer as well as the eventual triple-majority approval process and as such, is anticipated to commence in mid-July and run through Fall 2021. The strategy will feature the development of a dedicated project website, public feedback surveys, a communications toolkit, social and print media, and a comprehensive series of stakeholder consultation sessions.

## **Alternatives Reviewed**

### **Financial Strategy**

The GSC reviewed and considered a total of eleven (11) different alternative Special Levy financial models in addition to the single General Levy originally proposed; nine (9) options developed twelve (12) unique regional Special Levy tax rates and two (2) options developed two (2) regional Special Levy tax rates. Models were based on a variety of combinations of allocations using per-capita, per-household, service hours and assessment.

The GSC was guided in its evaluation by the series of principles and objects previously described in Table 1. These criteria were developed to directly reflect and address the feedback received from the LAMs during the first round of consultation.

The financial strategy outlined in this report represents the consensus recommendation of the GSC.

## **Board Composition**

Development of the GSC recommended board composition began with a review of the Phase 1 feedback relative to the original recommendations of the NTGS. A series of alternative compositions were developed, including those that maintained a smaller total board size; that included public members to retain a hybrid model; that grouped smaller LAMs into rotating seats on the basis of geography, financial contribution, or ridership; and that maintained a single seat for larger LAMs.

These models were ultimately rejected as they did not sufficiently address the feedback received from the LAMs or the principles established by the GSC of enhanced representation for smaller LAMs, while maintaining a proportional level of representation for larger LAMs. In particular, the GSC supported moving to a fully elected official model with a larger total size and away from the smaller hybrid model recommended by the NTGS to achieve the principle of representation for all LAMs.

## **Niagara Service Standards Strategy**

The Niagara Service Standards Strategy places the undertaking of a comprehensive network review in Phase 3, approximately 4-5 years after the launch of the Commission. Alternative consideration was given to an earlier undertaking of this review, either prior to the launch of the Commission as recommended by the NTGS transition plan, or in Phase 1 or 2.

This approach was not recommended as:

- the enhancements recommended in Phase 1 and 2 are known or required improvements that should precede and be reflected in the network review;
- a one (1) to three (3) year 'steady-state' period prior to major expansions or growth enhancements will allow the Commission to establish a new baseline for consolidated operations, one that will further reflect a post-pandemic transit ridership environment;
- decisions regarding major strategic priorities and initiatives, including the required financial and resources investments, should be reserved for and made by the Commission itself, rather than determined during the approval-to-consolidate stage; and

- Initiating pre-launch review would require committing financial and staff resources in advance of achieving triple-majority authority to consolidate.

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

The proposed consolidation of transit services across Niagara into a consolidated transit entity directly aligns with the Council Strategic Priority: Responsible Growth and Infrastructure Planning (Objective 3.1) through advancing regional transit and facilitating the movement of people and goods.

### **Other Pertinent Reports**

LNTC-C 2-2021	Niagara Transit Governance – Governance Setting Committee Update
LNTC-C 1-2021	Niagara Transit Governance – Detailed Phase 1 Consultation Summary
LNTC-C 6-2020	Councillor Information Request – Niagara Transit Governance – Local Area Municipality Engagement
LNTC-C 4-2020	Niagara Region Transit Governance Study
CAO 8-2017	Niagara Region's Transit Service Delivery and Governance Strategy
LNTC-C 21-2018	Inter-Municipal Transit (IMT) Service Implementation Strategy

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**Prepared by:**

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GO Implementation Office

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Commissioner of Public Works (Interim)  
Public Works Department

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**Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared in significant consultation with Heather Talbot, Financial & Special Projects Consultant – Financial Management and Planning; the Governance Steering Committee comprised of the CAOs from all thirteen (13) municipalities across Niagara; and reviewed by; Matt Robinson, Director, GO Implementation Office; Helen Chamberlain, Director, Financial Management & Planning/Deputy Treasurer; Todd Harrison, Commissioner of Corporate Services/Treasurer.*

**Appendices**

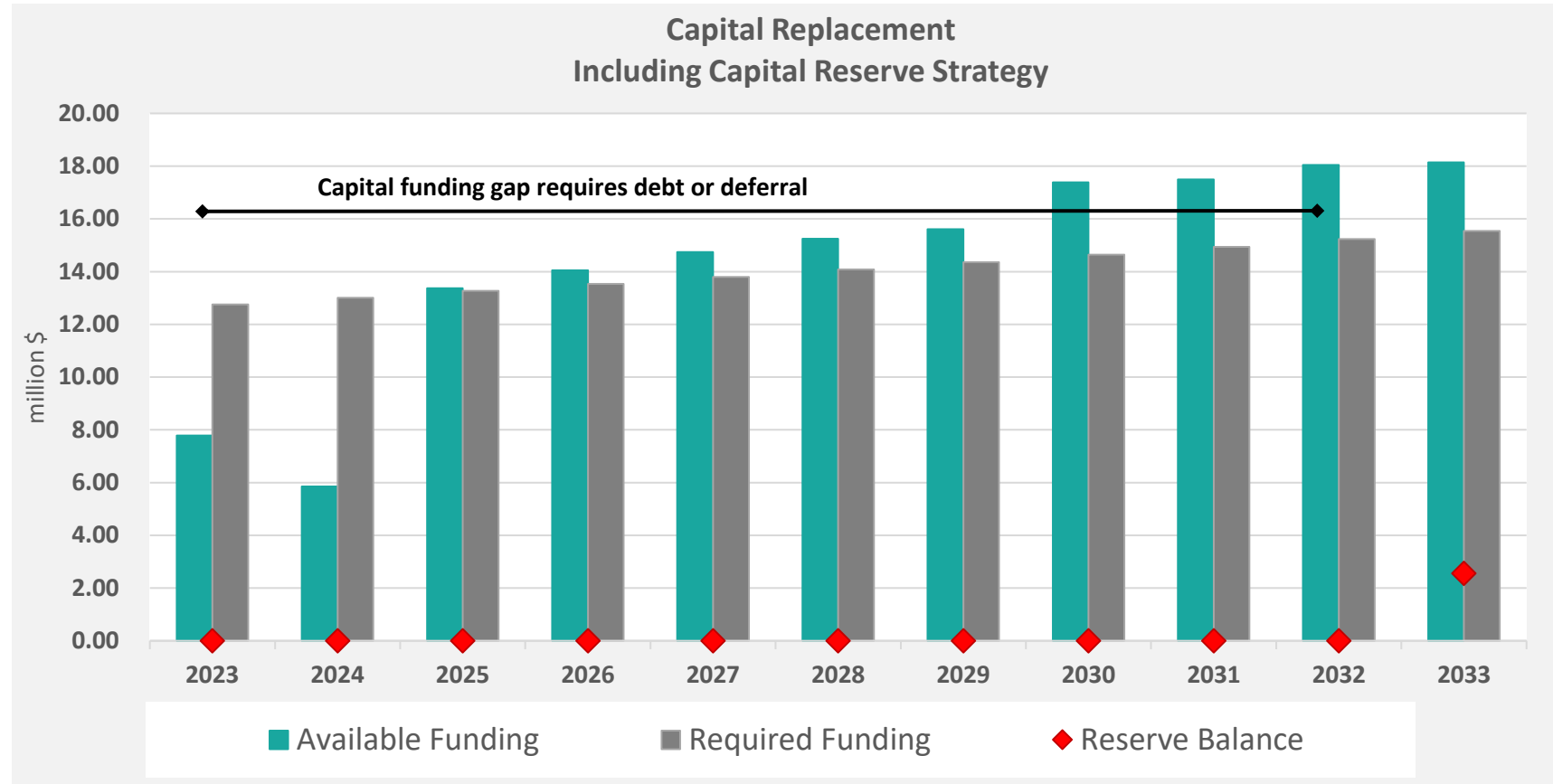
Appendix 1	Annual Special Levy Strategy
Appendix 2	Service Standards and Growth Strategy
Appendix 3	Capital Replacement and Reserve Strategy
Appendix 4	Year 1 2023 Transit Consolidation 12 Special Levy
Appendix 5	Niagara Service Strategy
Appendix 6	Local Area Municipality Feedback Response Tracker

<b>Regional Budget Increase<sup>1</sup></b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Total</b>
<b><u>Net Operating Expenditures</u></b>				
Base Budget (Inflation)		0.2%	0.2%	0.4%
LOCAL TRANSIT SERVICE UPLOAD (incl. inflation between 2020 & 2023, debt servicing)	7.2%			7.2%
Provincial Gas Tax (PGT)	0.1%	0.1%	0.1%	0.3%
On-Demand/Specialized Services	0.0%	0.0%	0.2%	0.2%
Service Standardization	0.0%	0.3%	1.0%	1.3%
Growth Operating @ Conservative	0.0%	0.0%	0.0%	1.0%
<b><u>Capital Expenditures</u></b>				
Capital Growth	0.0%	0.0%	0.0%	0.0%
Transit DC Growth	0.0%	0.0%	0.0%	0.0%
Capital Reserve Strategy	0.5%	0.5%	0.5%	1.6%
On-Demand/Specialized In-house Fleet	0.0%	1.2%	-1.2%	0.0%
New/Growth Reserve Funds	0.0%	0.1%	0.0%	0.1%
<b>Sub Total</b>	<b>7.8%</b>	<b>2.5%</b>	<b>0.8%</b>	<b>11.1%</b>
<b><u>Other Financial Impacts</u></b>				
Transition Costs	0.0%	0.0%	0.0%	0.0%
Commission Common Fare Strategy	0.0%	0.0%	0.6%	0.6%
<b>Total Consolidated Transit Impact</b>	<b>7.8%</b>	<b>2.5%</b>	<b>1.4%</b>	<b>11.7%</b>
<b>Net Residential Impact</b>	<b>0.6%</b>	<b>2.5%</b>	<b>1.4%</b>	<b>4.5%</b>

### Net Operating Projections <sup>1</sup>

	2020	2023	2025	2025
	% of Service Hours	Year 1 Upload (M\$)	% of Service Hours	Phase 1 Service Standards (M\$)
St. Catharines	44%	17.3	41%	19.4
Niagara Falls	30%	12.3	28%	14.1
Welland	11%	4.7	12%	6.0
NOTL	2%	2.0	3%	2.7
Port Colborne	2%	1.0	2%	1.4
Pelham	1%	1.1	2%	1.4
Thorold	3%	1.7	3%	1.9
Fort Erie	5%	2.5	5%	3.0
Grimsby	1%	1.7	2%	2.1
Lincoln	1%	1.4	2%	1.8
West Lincoln	0%	0.5	0%	0.6
Wainfleet	0%	0.3	0%	0.3
<b>Total</b>	<b>100%</b>	<b>46.4</b>	<b>100%</b>	<b>54.7</b>
<b>Regional Budget increase</b>		<b>7.3%</b>		<b>2.1%</b>
Conventional	85%	74%	82%	72%
Alternative	15%	26%	18%	28%

1. Estimates based on 2020 budgets adjustments may be necessary prior to 2023 to reflect most recent financials



Original Strategy		Baseline 2020 Net Transit Budget				12 Special Levy 2023 Operating Budget Projection			
General Levy		Local Portion	Regional Portion	Total	% of Service Hours	Local Portion	Regional Portion	Total	2023 Capital Strategy (Yr1)
12.0	St. Catharines <sup>4</sup>	13.1	4.2	17.3	44%	12.9	4.4	17.3	0.9
9.8	Niagara Falls <sup>4</sup>	8.6	3.5	12.1	30%	8.7	3.6	12.3	0.6
3.8	Welland <sup>2,4</sup>	3.1	1.4	4.4	11%	3.3	1.4	4.7	0.2
4.0	NOTL <sup>3</sup>	0.4	1.4	1.8	2%	0.5	1.5	2.0	0.0
1.5	Port Colborne <sup>3</sup>	0.3	0.5	0.8	2%	0.5	0.5	1.0	0.0
2.0	Pelham <sup>3</sup>	0.2	0.7	0.9	1%	0.4	0.7	1.1	0.0
1.9	Thorold	0.6	0.7	1.3	3%	1.0	0.7	1.7	0.1
2.9	Fort Erie <sup>3</sup>	1.1	1.0	2.1	5%	1.4	1.1	2.5	0.1
3.5	Grimsby <sup>3</sup>	0.3	1.2	1.5	1%	0.4	1.3	1.7	0.0
2.8	Lincoln <sup>3</sup>	0.2	1.0	1.2	1%	0.4	1.0	1.4	0.0
1.5	West Lincoln	0.0	0.5	0.5	0%	0.0	0.5	0.5	0.0
0.7	Wainfleet	0.0	0.2	0.2	0%	0.0	0.3	0.3	0.0
46.4	<b>Total</b>	<b>27.8</b>	<b>16.4</b>	<b>44.2</b>	<b>100%</b>	<b>29.4</b>	<b>17.1</b>	<b>46.4</b>	<b>2.2</b>
<b>Incremental Regional Levy to be offset at Municipal level</b>						<b>7.3%</b>		<b>0.5%</b>	
55%	Conventional	89%	55%	77%	85%	85%	55%	74%	85%
45%	Alternative	11%	45%	23%	15%	15%	45%	26%	15%

1. 2023 Net Operating costs are based on inflationary adjustment for all other LAMS + removal of \$0.3M in PGT used for Operating expenditures

2. Welland Local Transit Cost above is different than transit costs reported in Welland tax levy as the City recovers 15% corporate overhead in its charge to Region for NRT services included in the Regional tax levy; these costs would not be uploaded at time of consolidation.

3. On-Demand/Local Transit investment increasing between 2020 and 2023

4. Transit expenditures include debt payments

A background network diagram consisting of numerous grey circular nodes of varying sizes connected by thin grey lines, forming a complex web across the entire page.

**MOVING  
TRANSIT  
FORWARD**

# NIAGARA SERVICE STANDARDS STRATEGY

LNTC-C 3-2021  
APPENDIX 5  
JUNE 30, 2021

# TRANSIT IN NIAGARA TODAY

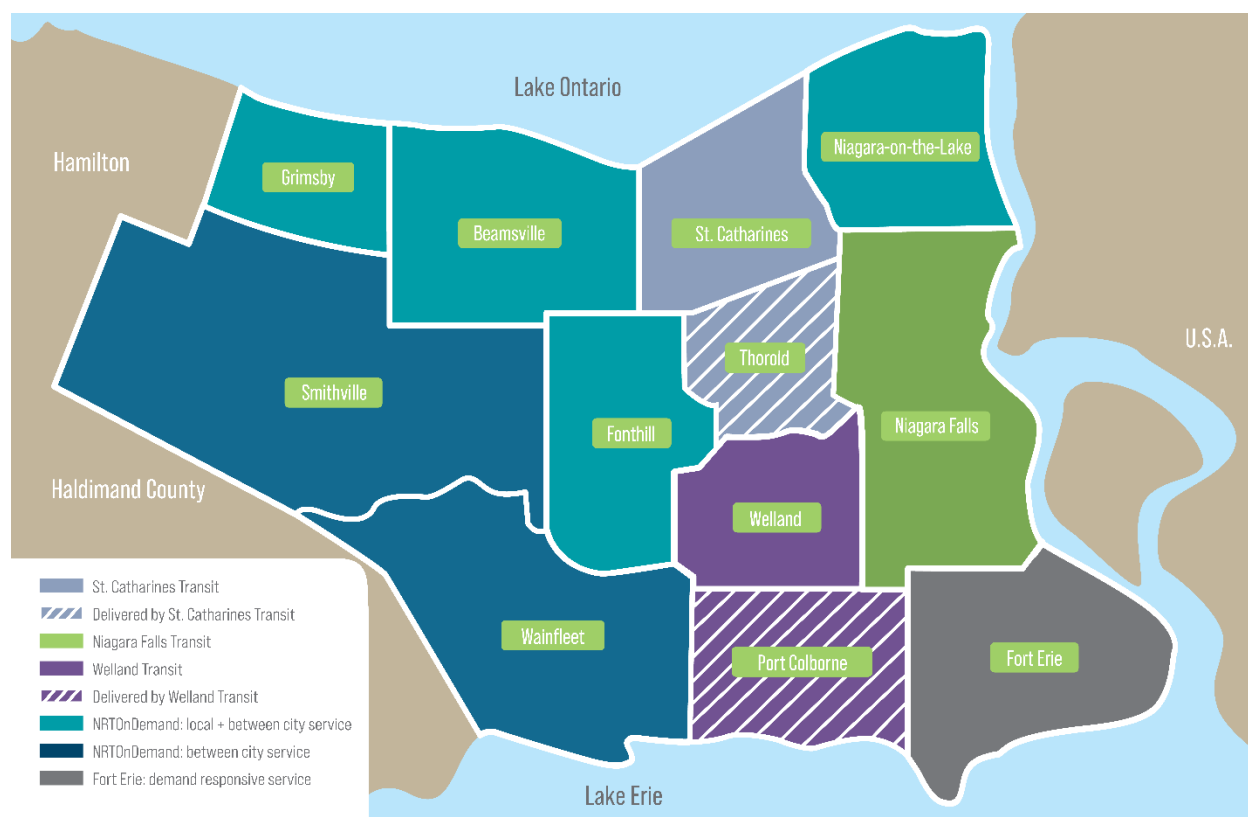
## SECTION 1

### THE STARTING POINT

Effective public transit is about providing the connections and mobility required for residents to access and enjoy the employment, recreational, and institutional benefits that Niagara has to offer. It's about connecting a student from their home to school, supporting an employee taking a new job in a different town, or ensuring a senior can access the medical services they require.

Today, transit in Niagara is delivered through a mix of services and by different levels of government and transit agencies. Niagara Region is responsible for delivering trips between cities (referred to as inter-municipal service) through Niagara Region Transit (NRT) and has recently launched the Niagara Region Transit On-Demand (NRT OnDemand) pilot program to provide a new approach to transit in smaller communities. Larger cities like St. Catharines, Niagara Falls and Welland have their own local transit services that primarily use large buses on regular (or fixed) routes, where some smaller towns and cities have only recently introduced transit service.

**Figure 1 - Transit in Niagara Today (2021)**



Significant work has been done in recent years make these systems integrate better together for the benefit of the riders. For example, the Intermunicipal Transit Working Group (IMTWG) was responsible for coordinating how Niagara’s transit systems responded collectively and collaboratively to the COVID-19 pandemic and has worked to ensure that common technologies are used across Niagara.

Integrating into one transit system serving all of Niagara represents an opportunity to take these efforts even further – combining resources to deliver more and better service, providing easier connections between towns and cities, and effectively integrating with expanded GO Train service. For this reason, work has been completed to outline how this integration could take place – arriving at a recommendation that a single transit Commission be established that serves all of Niagara’s public transit needs.

## THE PLAN

***The purpose of this service strategy is to outline how transit in Niagara could be enhanced, should the combination of the existing transit services take place.***

This strategy considers three phases of improvements – in the short-term (Phase 1), a move to one set of consistent operating hours to ensure all residents in Niagara have the same level of availability of transit in their community and the ability to make consistent connections across Niagara. Phase 2 would follow, combining specialized transit (otherwise known as accessible or Para-transit) with other existing demand-responsive services. Lastly, in Phase 3, undertaking a detailed network review study that would look for future opportunities to expand and enhance Niagara’s transit footprint and significantly grow ridership in the long-term.



The roadmap and standards in this strategy will be a guideline for the future Commission, demonstrating the types of services and improvements that could be implemented in the future.

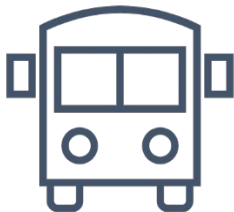
The Commission and its Board, through its own planning studies (such as the network review discussed in Phase 3), approvals and budgets, will make the final decisions about what service improvements will be provided.

The new transit Commission will also evaluate the performance of its services on a continual basis – starting right from its creation and in parallel with this strategy. At a minimum, there will be an annual performance review of required changes and service enhancements, which may include evaluation of route performance, ridership, new housing/commercial development, customer feedback, and opportunities to implement existing expansion priorities such as those identified in municipal transit and transportation master plans.

## TYPES OF TRANSIT

Effective transit comes in many different forms, from large buses meant to move many people at once, through to smaller vehicles that connect residents in previously underserved communities. The right type of transit for a particular community is tailored to its needs: the demand or ridership anticipated and the density or character of the neighbourhood.

This strategy and the standards discussed are organized into two primary types of transit:



### Conventional Transit

This is the image that comes to mind when most people think about transit - a large bus (35' or bigger) that stops at the corner, that comes by on a regular schedule, and that connects residential, employment and institutional areas with each other. It is most common in larger cities such as St. Catharines, Niagara Falls, and Welland.



### Alternative Transit

Where conventional services aren't the right fit – because of lower demand or ridership, the need to service larger geographic areas, or to meet the demands of residents with enhanced mobility needs – alternative forms of transit are better suited to address these influences for particular communities. Alternative transit is sub-divided into three types:

- **Community Bus** – which operates smaller vehicles on a fixed route within a single community or town to provide local access to places such as seniors' apartments, medical facilities, community centres and shopping centres.

- **Demand Responsive Transit** – otherwise known as on-demand transit or micro-transit where vehicles alter their routes each trip based on passenger demand without using a fixed route or timetabled schedule.
- **Specialized Transit** – or Paratransit service, focused on assisting persons with mobility challenges, providing transportation from accessible door to accessible door, and using vehicles with features such as lifts and accessible seating. Vehicles alter their trips based on demand, rather than operating on a standard route or schedule.

# SERVICE STANDARDS

## SECTION 2

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### What is a Service Standard?

Service standards provide a consistent and fair way to evaluate both existing and proposed transit services. Standards work by establishing common thresholds for factors such as what the distance to the closest bus stop should be, what hours transit will operate, how frequently buses will serve each stop, and what type of service makes sense in a given community.

Service standards are intended to provide a planning, design, and decision-making framework for transit services that operate efficiently and equitably across Niagara. They provide a framework for how to best serve transit riders' diverse travel needs, while balancing budgetary and resource limits.

The standards proposed in this plan are intended to be implemented in three phases. Phase 1 and Phase 2 are focused on standardizing the current service across Niagara so that all residents have consistent access to transit. Phase 3 then looks for opportunities to enhance and grow service – once a common and integrated level of service across Niagara has been established. Notwithstanding the above sequencing, during Phase 1 and 2 shorter term expansion and enhance opportunities, especially those already identified in documents such as municipal Transportation Master Plans, will be considered as part of the annual service review that the Commission will undertake.

### Service Coverage

Service coverage defines the maximum walking distance to a bus stop for urban and rural areas. The goal of locating bus stops is to balance the number of bus stops to ensure fast and reliable service, with ensuring that stops are conveniently located and within walking distance of homes and key community destinations. In Niagara, this has been defined as:

***The maximum walking distance for greater than 90% of all residents within the Niagara Region is 400 metres to a bus stop.***

Service coverage is most applicable to conventional services that operate on a fixed route with dedicated stops, but also applies to alternative services such as community bus and demand-responsive transit. Specialized transit operates on an enhanced principle of ensuring trips take place from “accessible door to accessible door”. This standard is comparable with those applied in other peer jurisdictions.

## Phase 1 – Years 1 & 2

### Standard Operating Hours Across Niagara

Each agency responsible for delivering transit in Niagara today currently sets its own hours of operation, independently balancing ridership and demand against budgetary and resource limitations in their communities.

The result is an inconsistent mix of operating hours from a region-wide perspective – transit in one community may start earlier in the morning than it does in an adjoining community, or one may offer Sunday and holiday service where another does not.

***The first priority under a consolidated system will be to standardize the hours that transit operates across Niagara.***

The proposed hours of operation for a consolidated system, for all types of service, are:

<b>Monday to Saturday</b>	<b>6:00 AM to 12:00 AM (Midnight)</b>
<b>Sundays &amp; Holidays</b>	<b>7:00 AM to 9:00 PM</b>

Taking this first step will better serve residents by eliminating confusion between different hours of operation in adjacent communities and on different operating services (i.e. conventional and demand responsive), and by enhancing service hours in a number of communities. A transit rider travelling from one community to another can be confident that their connection will be operating still – and not need to check multiple schedules from different agencies.

Standardizing operating hours will also assist in delivering efficient service. For example, when planning service the Commission will not need to account for different start and end times in different communities which are presently independently determined and misaligned.

To the degree possible, standardization will occur in parallel with the assumption of operation by the Commission, but will be fully achieved over a two-year period as the Commission incrementally enhances service.

Providing an increased number of service hours will require additional investment. The operating costs to deliver this enhanced service has been accounted for in the financial strategy that parallels this Service Strategy, and is detailed in Table 3 in the Community Perspectives section of this report. Based on a review of existing service hours and fleet complement, it is expected that this enhanced service can be delivered using existing fleet resources and that no additional capital investment would be required.

## Requests for Enhanced Services

There will be two opportunities for enhanced services to be provided in a municipality. Requests could be made from local Councils to the Commission for service improvements that would be included in future service planning; or through a direct 'purchase' of additional services based on a municipal contribution or rate.

One potential application would be in extended service hours beyond the standard outlined here. For example, Niagara Falls may request additional hours of service on weekends during peak tourist season or St. Catharines may request additional evening service to serve its downtown core. These requests will be evaluated by the Commission as they are received, and would be delivered subject to available resources and funding.

## Phase 2 – Year 3

### Combine Specialized and Demand Responsive Services

As standard operating hours are achieved, opportunities to enhance services through more efficient delivery will be explored.

***The combination of specialized and demand-responsive transit into one combined service delivery model offers an opportunity to both improve the service residents receive, while more efficiently deploying the resources available to the Commission.***

While these two services currently operate separately (and independently by multiple municipalities) in Niagara today, specialized and demand responsive services share many similar characteristics. They both pick-up and drop-off passengers as close to their destinations as possible rather than at dedicated stops; and both operate on flexible routing – changing their journey based on demand or new pick-up and drop-off locations along the way.

As a result, there is an opportunity to combine these services into one, removing the distinction between specialized trips and those currently provided by demand responsive transit. This combination will provide an equitable level of service for all residents in Niagara and permit a more efficient service delivery through a larger shared pool of resources and through scheduling efficiency. Ultimately, achieving a combination of these services will require further review and work to address operational requirements such as facilitating pre-booking of rides and supporting additional destinations for specialized users.

Delivering a combined specialized and demand-responsive system will require the integration of the existing services and contracts that currently deliver these trips across Niagara – encompassing both the local services that deliver trips within communities today, and the regional services that provide trips across municipal boundaries. These services are currently

delivered through a mix of direct ‘in-house’ delivery by the local transit agencies and by contracted services to third-parties.

The preferred approach for this integration is the assumption of existing specialized and demand responsive services and contracts by the Commission, working towards direct ‘in-house’ delivery of a combined service where it is deemed feasible and advantageous to do so. This approach is preferred as it gives the new Commission direct control over all resources to maximize efficiencies. Bringing this service in-house also gives the Commission control over the type of vehicles used to deliver a service that meets all passengers needs. Delivering a combined service ‘in-house’ will require the purchase of new vehicles to increase the available fleet and meet demand. The financial strategy that parallels this report incorporates this requirement by initiating a capital reserve strategy to fund new fleet acquisition.

## Phase 3 – Years 4 & 5

### Network Service Review

The new transit Commission will also conduct a comprehensive network review every 5-10 years. This review includes a review of the entire network structure and route performance. The first review is planned to occur after standard hours of operation are implemented, and all demand responsive and specialized improvements are made.

These two changes need to be made before any other major service enhancements are considered. Notwithstanding, as part of the Commission’s annual review, minor modifications to service will certainly be considered where necessary.

The Commission will also evaluate routes that may be required to service new developments, such as a GO Train station. All other enhancements, including those identified in LAM Transportation Master Plans, will be part of a comprehensive network review that will examine service across the region as a whole. Improving service frequency based on route performance guidelines will be the focal point of this review. Tables 1 and 2 illustrate service frequency and route performance guidelines that would be considered as part of this review.

**Table 1 – Service Frequency**

Operating Period	Conventional (minimum frequency in minutes)	Demand Responsive** (maximum wait time in minutes)
Weekday Peak	30	60
Weekday Base	30	60
Weekday Evening	60	60
Saturdays	30	60
Sundays	60	60
Holidays	60	60

\*\* Maximum wait time is defined as the time from booking to pick-up

Route/service performance should be assessed on the basis of total boardings per revenue vehicle hour, which is an industry standard key performance indicator that measures the volume

of riders compared to the supply of transit service. Different classes of routes have different performance expectations and ridership potential, and the performance target values should be established separately for each route type.

**Table 2 - Route Performance Guidelines (boardings per revenue vehicle hour):**

<b>Route Type</b>	<b>Weekday Daytime</b>	<b>Evening and Weekends</b>
Conventional	15	10
Community Bus	8	6
Demand Responsive	3	2

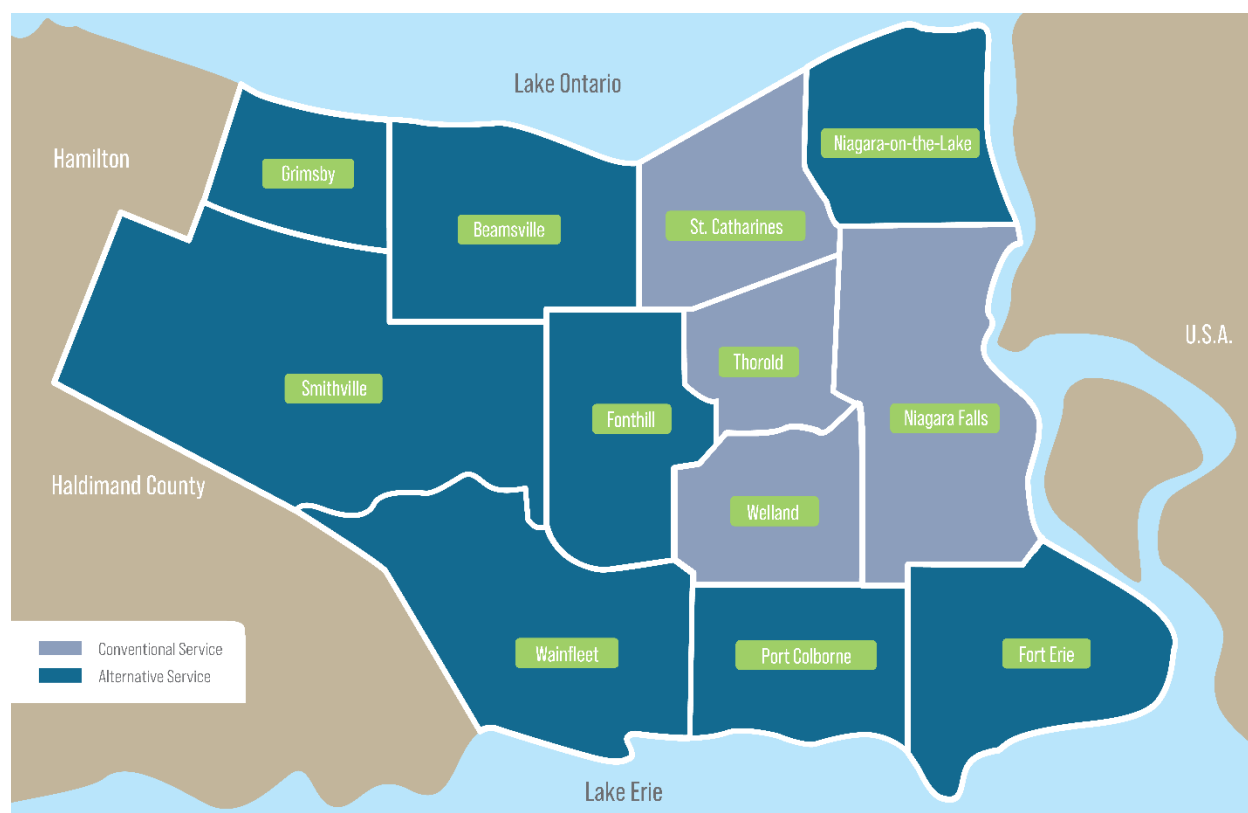
It should be noted that if boardings for demand responsive service fall below 3 and 2 respectively as shown in Table 2, it does not mean that service levels will be reduced. It means that the transit Commission's supply of vehicles on the road at that time may be too high and should be reduced.

# TRANSIT IN NIAGARA TOMORROW

## SECTION 3

As the recommendations of the first network review and the standards outlined in this strategy are implemented, transit in Niagara will move towards a more harmonized and integrated system under the new Commission. Conventional services will operate with common operating hours and frequency, and alternative transit services - reflecting the level of demand in smaller communities - will ensure that appropriate investments are made for transit equity in all communities.

**Figure 2 - Niagara Transit (Post-Phase 3)**



In this scenario, conventional services are likely to continue to be concentrated in the municipalities where they most commonly appear today: St. Catharines, Niagara Falls, Thorold, and Welland. In parallel, alternative services will be most prominent in the other eight Niagara municipalities of Fort Erie, Grimsby, Lincoln, Niagara-on-the-Lake, Pelham, Port Colborne, Wainfleet, and West Lincoln.

It should be noted that this is a generalization. For example, there are underserved neighbourhoods in Niagara Falls, St. Catharines and Thorold today that would best be connected through more consistent demand responsive transit. There will also be a continued need to

connect communities primarily with alternative services to their neighbours through conventional services as is done today through the fixed inter-municipal transit routes. Specialized transit, identified under the alternative service model, will service the whole of Niagara.

### **Community Perspectives**

While this strategy sets forth a vision for how standards and enhancements could be applied across Niagara, many of these improvements will be most directly felt at the local community level.

This is especially true during Phase 1, where the move to common operating hours for both conventional and alternative services will directly expand the time transit is available in a number of communities as shown in Table 3 below.

The costs associated with the additional hours of service indicated in Table 3 have been considered and incorporated as part of the overall financial strategy that parallels this document. In addition to the specific operating hour enhancements detailed above, the following sections provide an overview of the changes each community could experience as the three phases of the strategy are enacted and transit growth occurs.

**Table 3 - Phase 1 Operating Hour Enhancements**

<b>Municipality</b>	<b>Service Increase</b>	<b>Additional Annual Operating Hours</b>
<b>Fort Erie</b>	<b>Alternative Transit - Demand Responsive</b> + Three hours of additional service weekdays and Saturday + Sunday and Holiday service	2,600
<b>Grimsby</b>	<b>Alternative Transit - Demand Responsive</b> + Three hours of additional service weekdays and Saturday + Sunday service and Holiday service	2,671
<b>Lincoln</b>	<b>Alternative Transit - Demand Responsive</b> + Three hours of additional service weekdays and Saturday + Sunday service and Holiday service	2,671
<b>Niagara Falls</b>	<b>Conventional Transit</b> + Two hours of additional service weekday evenings on selected routes	5,382
<b>Niagara-on-the-Lake</b>	<b>Alternative Transit - Demand Responsive</b> + Three hours of additional service weekdays and Saturday + Sunday service and Holiday service	5,536
<b>Pelham</b>	<b>Alternative Transit - Demand Responsive</b> + Three hours of additional service weekdays and Saturday + Sunday service and Holiday service	2,671
<b>Port Colborne</b>	<b>Alternative Transit - Demand Responsive</b> + Eight hours of additional service + Introduce Saturday, Sunday and Holiday service	3,744
<b>St. Catharines</b>	<b>Conventional Transit</b> + Two hours of additional service on Sunday + Six hours of additional service on each Holiday	1,709
<b>Welland</b>	<b>Conventional Transit</b> + One hour of additional service weekday evening + Two hours of additional service on Saturday + Three hours of additional service Sunday evening + Introduce Holiday service	10,006
<b>Niagara Region</b>	<b>Conventional Transit – Inter-municipal Routes</b> + Three hours of additional service weekdays and Saturday + Sunday and Holiday Service	8,112

# TOWN OF FORT ERIE

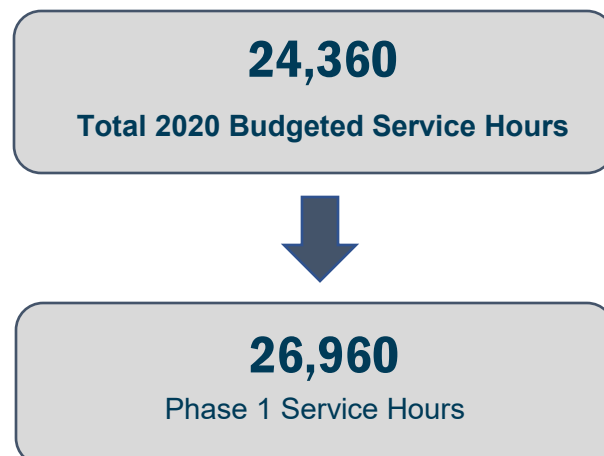
population 31,520 (2016)

alternative service delivery model

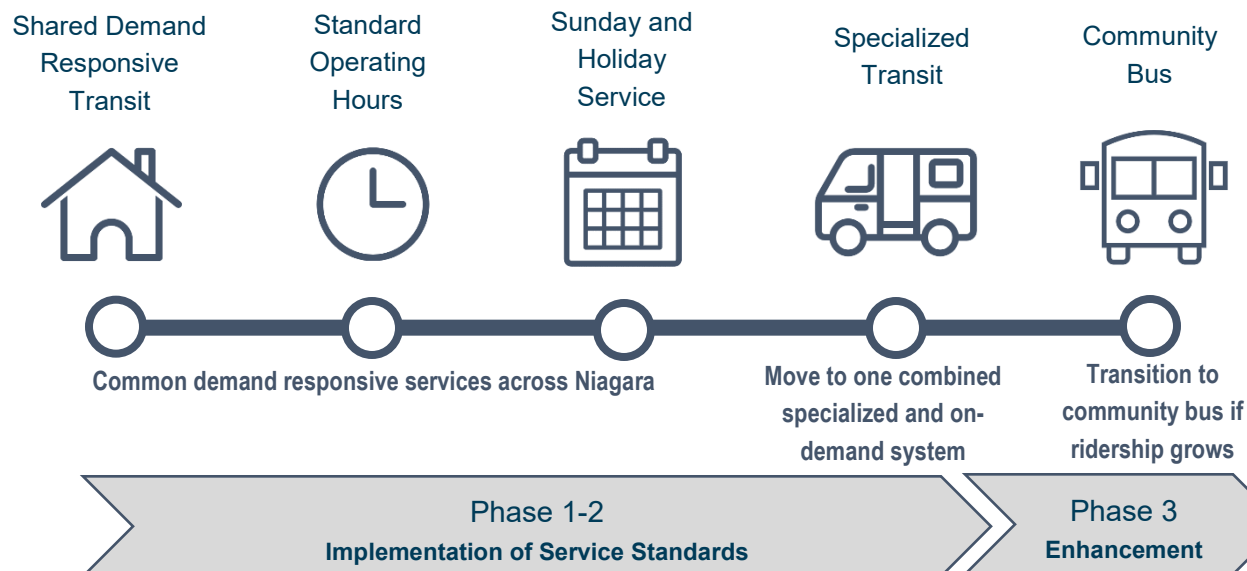
## TRANSIT TODAY

Transit in Fort Erie is currently delivered through a third-party contract with Tokmakjian Inc. providing four fixed routes within the Town boundaries. In October 2021, the system will switch to a demand responsive system contracted out to a local company, Regional Limousine. Connections to the NRT Inter-Municipal service are also available.

Specialized transit services are contracted out to The BTS Network Inc., facilitating access for approved specialized users across Fort Erie.



## ENHANCEMENTS



## TRANSIT TOMORROW

Under a Commission, demand responsive transit will be shared across many municipalities in Niagara. For Fort Erie, this means forthcoming demand responsive service in Fort Erie would be incorporated and the hours the service operates would be extended – adding 9pm to midnight – and include Sundays and Holidays. A move to a community bus system would be considered as transit ridership grows in Fort Erie, providing conventional service links to neighbouring communities that will continue to be a priority.

# TOWN OF GRIMSBY

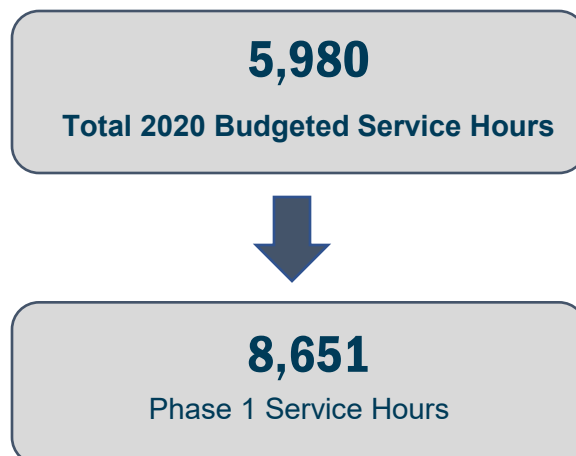
population 28,030 (2016)

alternative service delivery model

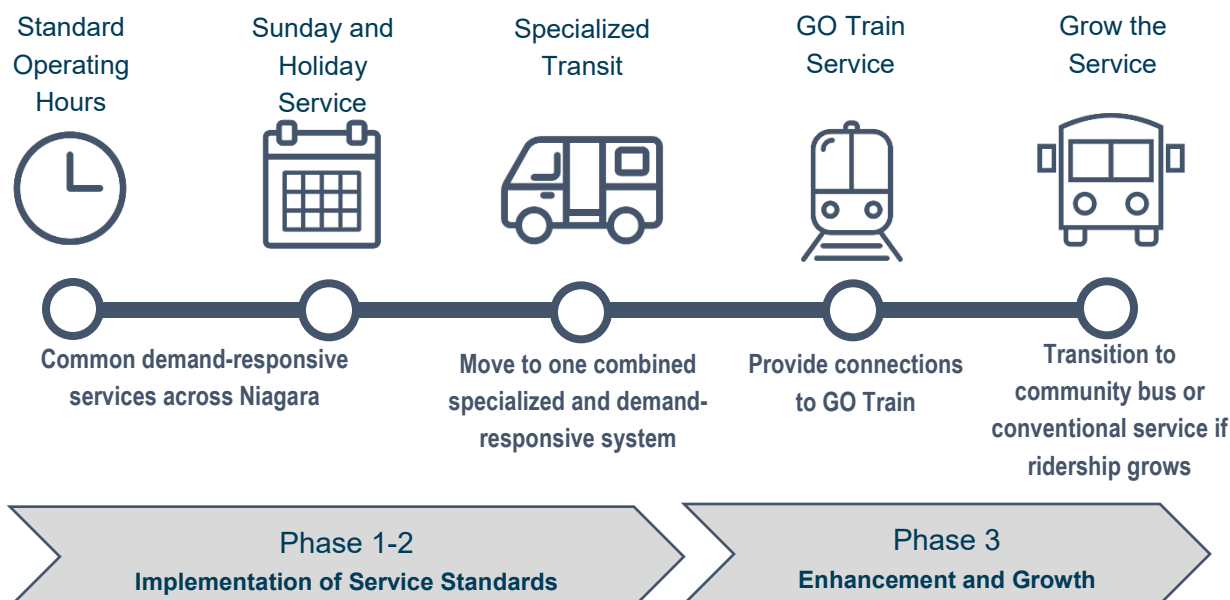
## TRANSIT TODAY

The NRT On-Demand Pilot has been embraced by residents in Grimsby, with over 12,000 rides between inception in August 2020 and the end of May 2021—indicating a strong demand for transit in the community. Specialized transit services through Niagara Region’s NST are provided by Niagara Region for approved clients.

Beyond municipal services – GO Transit provides connections to the GTA and other Niagara municipalities through bus service at Casablanca Blvd and future GO Train expansion.



## ENHANCEMENTS



## TRANSIT TOMORROW

In Phase 1 the NRT OnDemand pilot (demand-responsive transit) hours of operation will be extended to 6:00 am to 12:00 am (midnight) and include Sundays and Holidays (7:00 am – 9:00 pm). The introduction of future GO Train service will be a significant opportunity for Grimsby – which will be met with enhanced local service to ensure effective connections to and from trains. In the short-term, this may mean growing the NRT OnDemand service to keep pace with demand. In the long-term, this may mean transitioning to community bus or conventional transit services should ridership grow, and as determined by the Phase 3 network review.

# TOWN OF LINCOLN

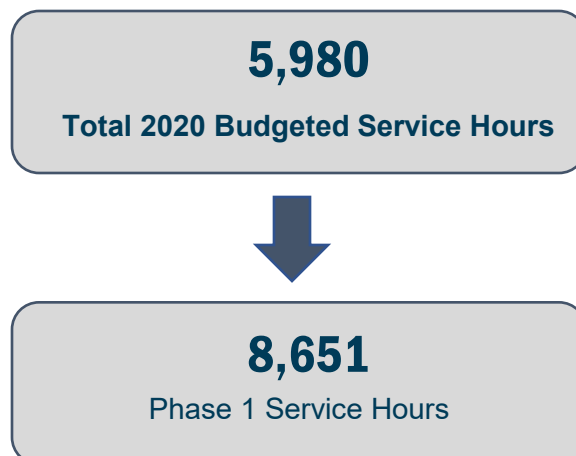
population 24,410 (2016)

alternative service delivery model

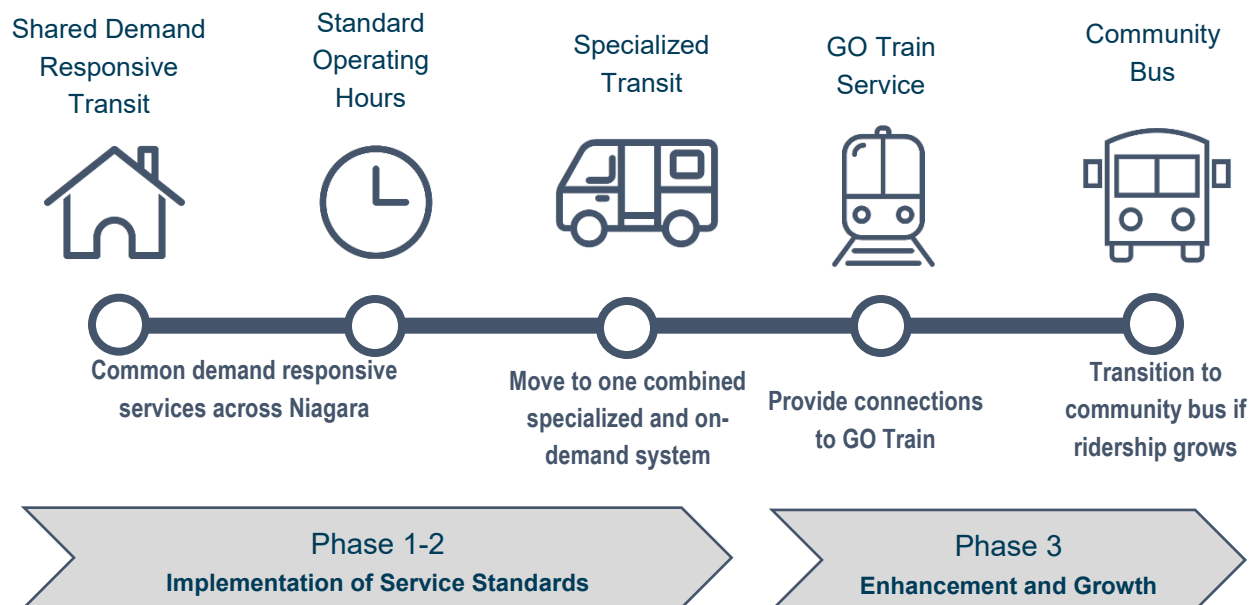
## TRANSIT TODAY

Transit in Lincoln is currently delivered through NRT OnDemand, providing connections both within Lincoln as well as to key destinations across Niagara.

Specialized transit services are provided by Niagara Region through NST. Beyond municipal services, GO Transit provides connections to the GTA and other Niagara municipalities through bus service at Ontario St. and potential exists for a future GO Train station.



## ENHANCEMENTS



## TRANSIT TOMORROW

Under a Commission, demand responsive transit will be shared across many municipalities in Niagara. For Lincoln, this means the hours the service operates would be extended adding 6 a.m.-7 a.m. and 10 p.m.-midnight, and include Sundays and Holidays. The introduction of future GO train service in Beamsville will be met with enhanced local service to ensure effective connections to and from trains. In the short-term, this may mean growing demand-responsive transit to keep pace with ridership. In the long-term, this may mean transitioning to community bus or conventional transit services should ridership grow, and as determined by the Phase 3 review.

# CITY OF NIAGARA FALLS

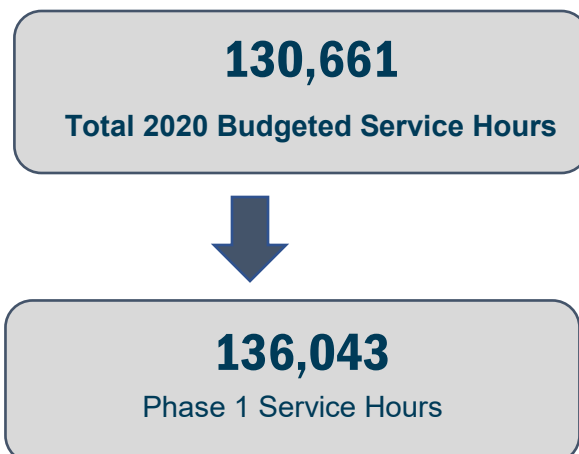
population 90,390 (2016)

conventional & alternative mix service delivery model

## TRANSIT TODAY

Niagara Falls Transit Services plans, manages and operates fixed route transit service for locals and visitors on 25 routes. NFTS also operates four routes on behalf of Niagara Region connecting to Welland, St. Catharines, Niagara-on-the-Lake and Fort Erie.

The City of Niagara Falls' specialized transit service is provided by St. Johns Ambulance, while the Niagara Region NST service provides intermunicipal specialized service. Trans-Cab, contracted to a local taxi operator, is a demand-responsive service to under-developed areas or city neighbourhoods not able to support fixed route transit. While outside the current scope of the proposed consolidation of services, WEGO provides a tourism-focused service in partnership with the Niagara Parks Commission. GO Bus and Trains provide connections to Hamilton and the GTA.



## ENHANCEMENTS



## TRANSIT TOMORROW

Under a Commission, transit service within the City of Niagara Falls would be enhanced with expanded hours of evening service and enhanced alignment with regional connections across Niagara. Within Niagara Falls, this means the hours the service operates would be extended by adding up to two hours on all evening routes Monday to Saturday. A move to combine demand-responsive and specialized services is anticipated as part of consolidation in the near future. WEGO will continue to operate separate from the Commission, with future direction to be provided as existing contracts are renegotiated. Future increased frequency in GO Train service to Niagara Falls will require increased local service to provide connections to and from trains.

# TOWN OF NIAGARA-ON-THE-LAKE

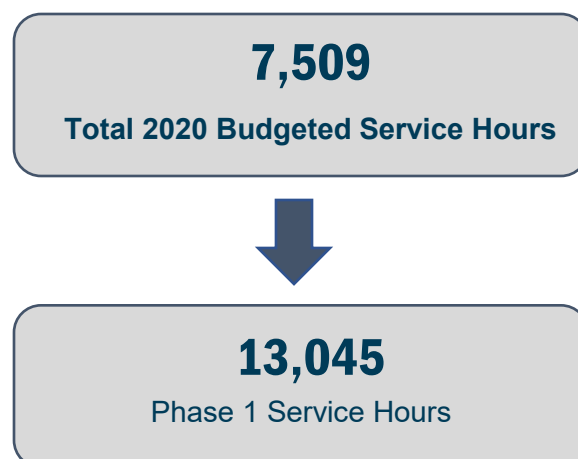
population 17,970 (2016)

alternative service delivery model

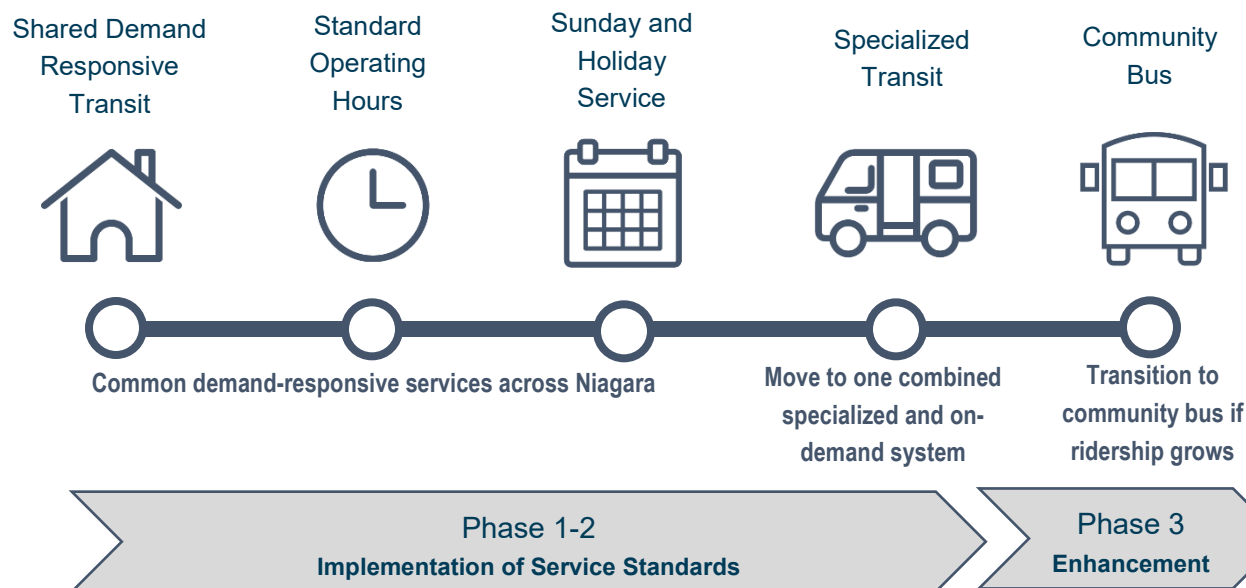
## TRANSIT TODAY

Transit in the Town of Niagara-on-the-Lake is currently being delivered through the NRT OnDemand, providing connections to key destinations across Niagara. Specialized transit services are provided by Niagara Region through NST for approved clients.

While outside the current scope of the proposed consolidation of services, WEGO provides a tourism-focused service within Niagara-on-the-Lake as a partnership between the City of Niagara Falls and the Niagara Parks Commission.



## ENHANCEMENTS



## TRANSIT TOMORROW

Under a Commission, demand responsive transit will be shared across many municipalities in Niagara. For Niagara-on-the-Lake, this means the hours the service operated would be extended – adding 6 a.m. - 7 a.m. and 7 p.m. - midnight – and include Sundays and Holidays. A move to a community bus or conventional system would be considered as transit ridership grows, and there is the potential to combine demand responsive and specialized services in the future. WEGO will continue to operate separate from the Commission, with future direction to be provided as existing contracts are renegotiated.

# TOWN OF PELHAM

population 17,560 (2016)

alternative service delivery model

## TRANSIT TODAY

Transit in Pelham is currently delivered through NRT OnDemand, providing connections both within Pelham as well as to key destinations across Niagara.

Specialized transit services are provided by Niagara Region via NST for approved clients.

## ENHANCEMENTS

Shared Demand  
Responsive  
Transit



Standard  
Operating  
Hours



Sunday and  
Holiday  
Service



Specialized  
Transit



Community  
Bus



Common demand responsive services across Niagara

Move to one combined  
specialized and on-  
demand system

Transition to  
community bus if  
ridership grows

Phase 1-2  
Implementation of Service Standards

Phase 3  
Enhancement

## TRANSIT TOMORROW

Under a Commission, demand responsive transit will be shared across many municipalities in Niagara. For Pelham, this means the hours the service operates would be extended – adding 6 a.m. - 7 a.m. and 10 p.m. - midnight and include Sundays and Holidays. A move to a community bus system would be considered as transit ridership grows in Pelham, and there is the potential to combine demand responsive and specialized services in the future.

# CITY OF PORT COLBORNE

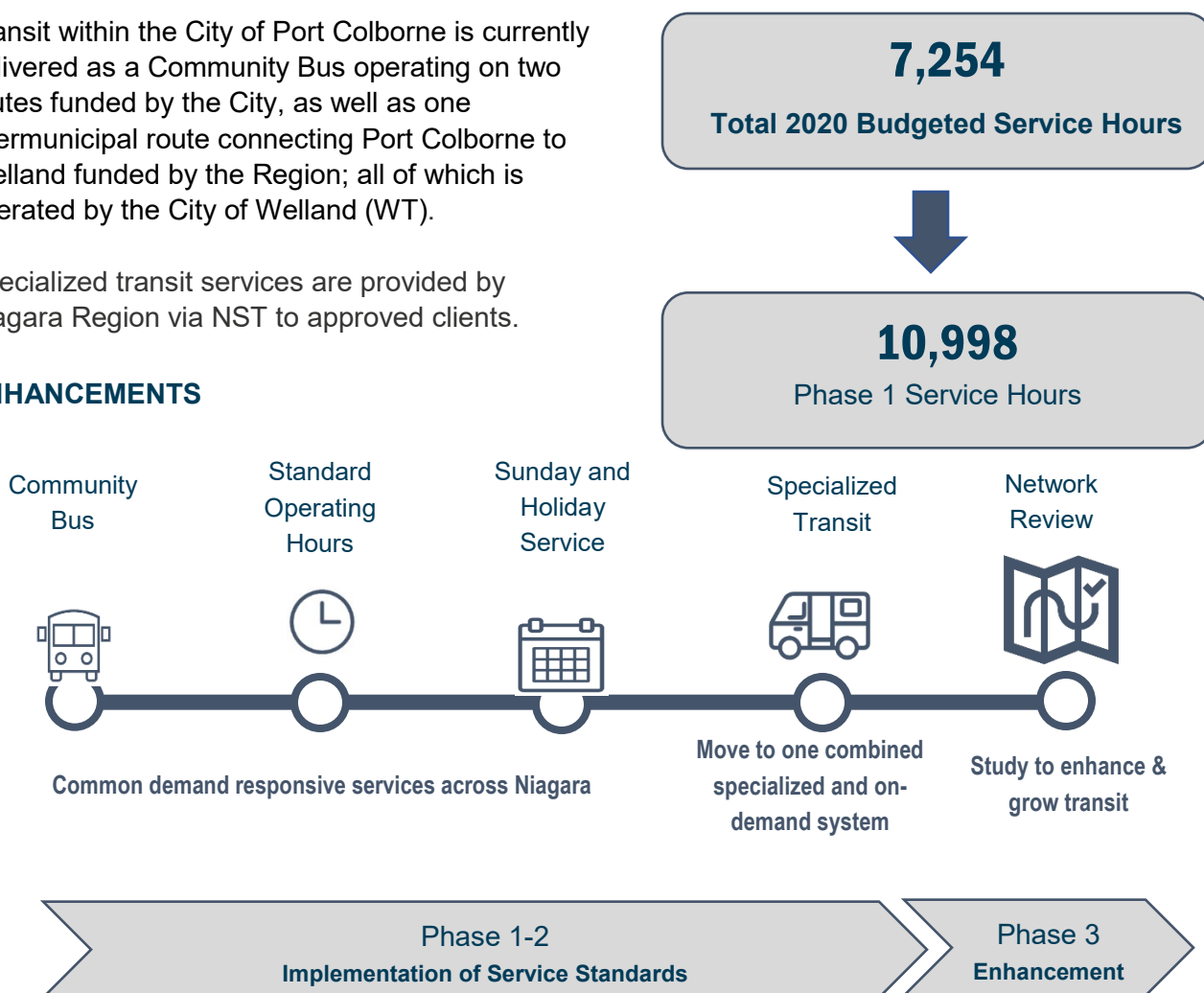
population 18,790 (2016)  
alternative service delivery model

## TRANSIT TODAY

Transit within the City of Port Colborne is currently delivered as a Community Bus operating on two routes funded by the City, as well as one intermunicipal route connecting Port Colborne to Welland funded by the Region; all of which is operated by the City of Welland (WT).

Specialized transit services are provided by Niagara Region via NST to approved clients.

## ENHANCEMENTS



## TRANSIT TOMORROW

Under a Commission, transit service within the City of Port Colborne would be enhanced with expanded hours of evening service, added weekend and holiday service and enhanced alignment with regional connections across Niagara. Specifically, this means the hours the service operated would be extended by 8-hours to all routes Monday to Friday, 18-hours to all routes on Saturday, and 14-hours on Sunday and Holidays in order to align operating hours across the system. A move to combine demand-responsive and specialized services is anticipated as part of amalgamation in the near future.

# CITY OF ST. CATHARINES

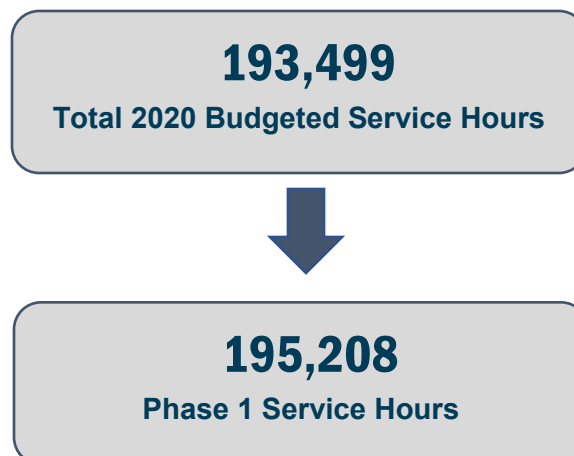
population 136,620 (2016)

conventional & alternative mix service delivery model

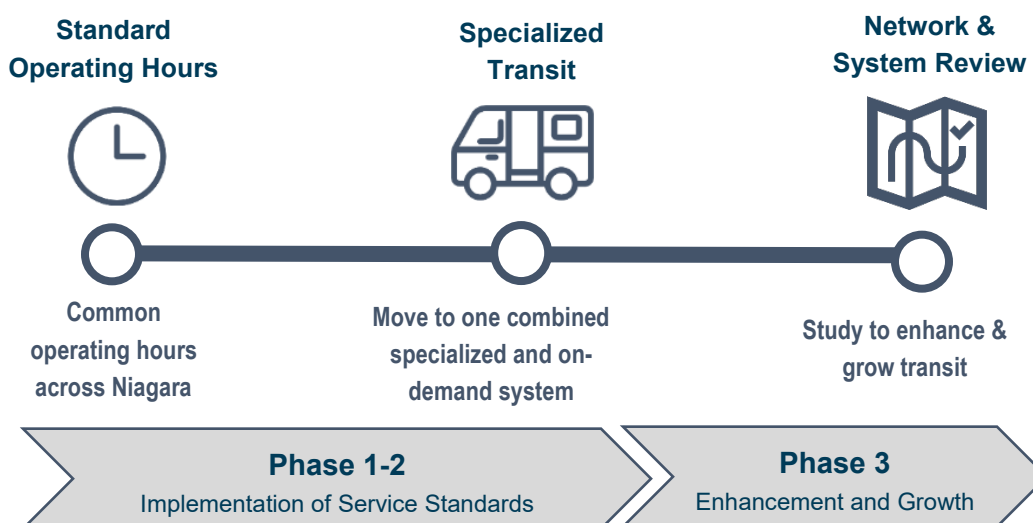
## TRANSIT TODAY

Transit in St. Catharines is currently delivered by the St. Catharines Transit Commission (SCTC) with fixed route transit service. SCTC also operates three routes on behalf of Niagara Region connecting to Welland, Niagara Falls, Niagara-on-the-Lake and Thorold transit systems.

Specialized transit service in St. Catharines is also delivered by SCTC. Outside the city's municipal boundaries, the Niagara Region NST service provides intermunicipal specialized service. GO Bus and Trains provide connections to Hamilton and the GTA.



## ENHANCEMENTS



## TRANSIT TOMORROW

Under a new Commission, transit service within the City of St. Catharines would be enhanced with expanded hours of Sunday and Holiday service. A move to combine demand-responsive and specialized services is anticipated as part of consolidation. Phase 1 and 2 annual service reviews and Phase 3 Network Review will examine opportunities for expansion, such as route extensions identified in the St. Catharines Transportation Master Plan and enhanced local service to provide connections to and from GO Trains as their frequency increases.

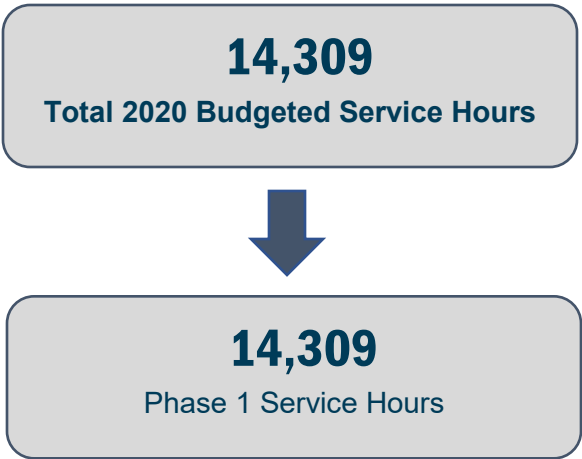
# CITY OF THOROLD

population 19,300 (2016)  
alternative service delivery model

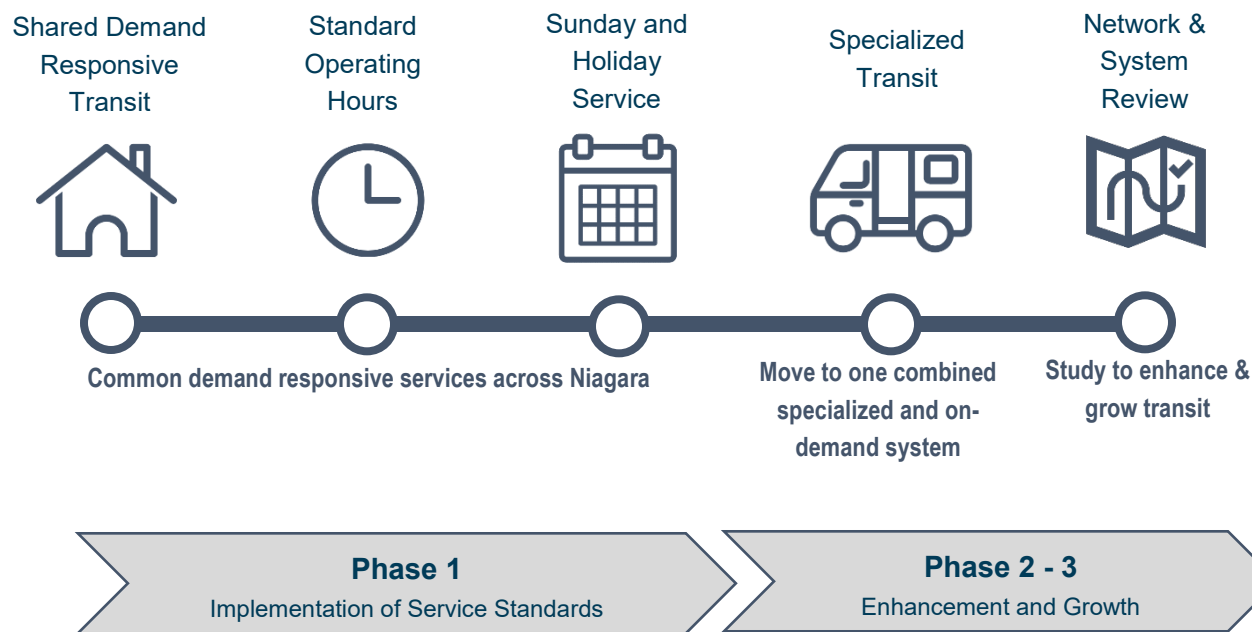
## TRANSIT TODAY

Transit in Thorold is currently delivered through the St. Catharines Transit Commission (funded by the City of Thorold), providing connections both within Thorold as well as to key destinations across Niagara such as Niagara Falls and St. Catharines.

Specialized transit services are provided by both Niagara Region via NST and St. Catharines Transit.



## ENHANCEMENTS



## TRANSIT TOMORROW

Under a Commission, demand responsive transit will be shared across many municipalities in Niagara. For Thorold, this means that in Phase 1 more areas of the City will have access to transit service through a shared demand responsive service.

# TOWNSHIP OF WAINFLEET

population 6,540 (2016)

alternative service delivery model

## TRANSIT TODAY

Transit in Wainfleet is currently delivered through NRT OnDemand, providing connections to key destinations outside of Wainfleet, but within Niagara.

Specialized transit services are provided by Niagara Region via NST to approved clients.

## Inter-municipal Services Provided

No Local Service Hours

## ENHANCEMENTS

Shared Demand  
Responsive  
Transit



Standard  
Operating  
Hours



Sunday and  
Holiday  
Service



Specialized  
Transit



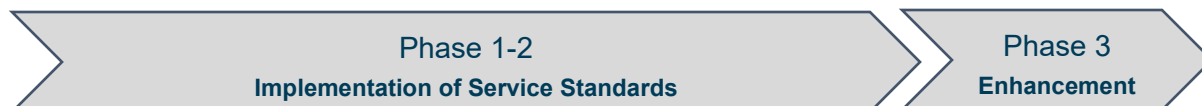
Community  
Bus



Common demand responsive services across Niagara

Move to one combined  
specialized and on-  
demand system

Transition to  
community bus if  
ridership grows



## TRANSIT TOMORROW

Under a Commission, demand responsive transit will be shared across many municipalities in Niagara. For Wainfleet, this means the hours of operation would be 6 a.m. to midnight and include Sundays and Holidays (7 a.m. – 9 p.m.). Another major enhancement under a Commission is that the demand responsive service will be able to deliver local trips within the boundaries of Wainfleet in addition to the inter-municipal trips currently only available.

# CITY OF WELLAND

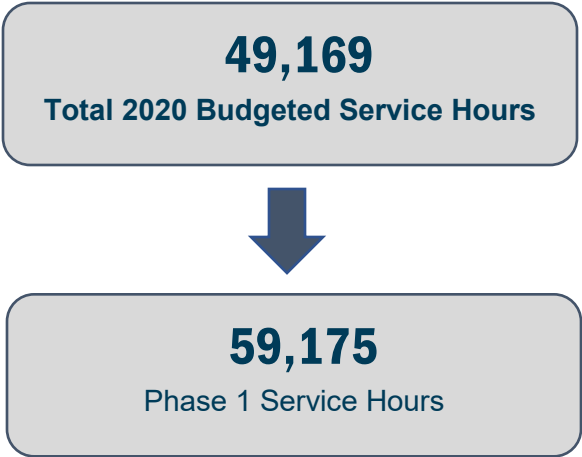
population 53,670 (2016)

## conventional & alternative transit delivery models

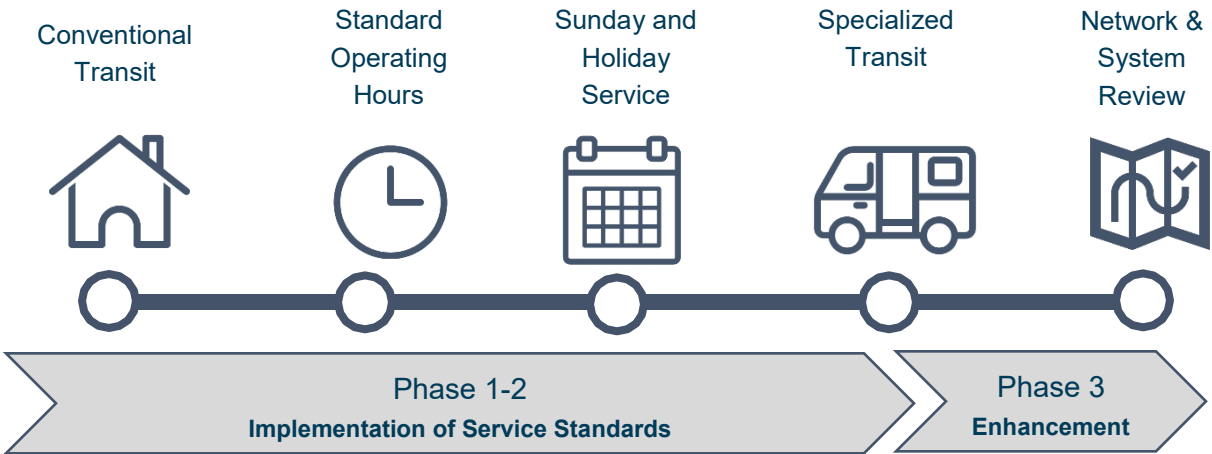
### TRANSIT TODAY

The City of Welland’s Transit Division (WT) plans, manages, and operates fixed route, conventional transit service on 8 local routes. In addition, WT operates 3 routes on behalf of Niagara Region connecting to Niagara Falls, St. Catharines, and Port Colborne transit systems.

Local specialized transit service is scheduled and provided by WT. Inter-municipal specialized trips are provided by Niagara Region’s NST service for approved clients. Outside contracts provided by local taxi syndicates are utilized for local specialized service required outside the available operating hours.



### ENHANCEMENTS



### TRANSIT TOMORROW

Under a Commission, transit service within the City of Welland would be enhanced with expanded hours of evening service and enhanced alignment with regional connections across Niagara. For the City of Welland, this means the hours the service operated would be extended by 1-hour to all routes Monday to Saturday and 3-hours to all routes on Sunday in order to align operating hours across the system. A move to combine demand-responsive and specialized services is anticipated as part of amalgamation in the near future.

# TOWN OF WEST LINCOLN

population 14,880 (2016)

alternative service delivery model

## TRANSIT TODAY

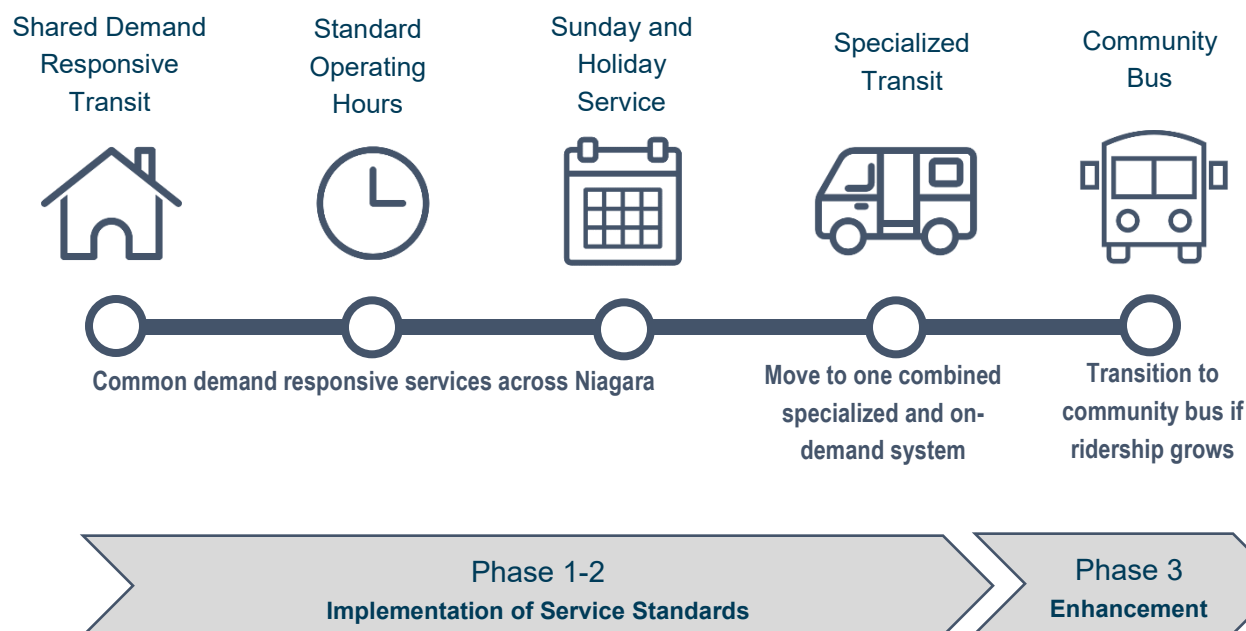
Transit in West Lincoln is currently being delivered through the NRT OnDemand, providing inter-municipal connections to key destinations across Niagara.

Inter-municipal specialized transit services are provided by Niagara Region via NST for approved clients.

## Inter-municipal Services Provided

No Local Service Hours

## ENHANCEMENTS



## TRANSIT TOMORROW

Under a Commission, demand responsive transit will be shared across many municipalities in Niagara. For West Lincoln, this means the hours the service operates would be extended – adding 6 a.m. – 7 a.m. and 10 p.m.-midnight, and include Sundays and Holidays (7 a.m. – 9 p.m.). The decision to and timing of introducing local demand-responsive services in West Lincoln will be made in consultation with Council. A move to a community bus system would only be considered as transit ridership grows in West Lincoln, and there is the potential to combine demand responsive and specialized services in the future.

## Overview






The first round of LAM consultation represented an opportunity for input and feedback on the results of the NTGS and associated financial strategy. The most common areas of feedback related to the financial strategy, composition of the board, and need for a more defined (high level) service plan, which have led to the revised strategies discussed in the main body of this report.

The purpose of this comment tracker is to connect these revised strategies back to the feedback received from each LAM, as well as additional areas of feedback that were identified outside the major themes. The LAM issues identified were first summarized as part of LNTC-C 1-2021 and LNTC-C 2-2021, and represent a combination of formal feedback received through recommendations adopted by Councils, commentary provided in local staff reports, and topics raised by Councils during question and answer periods.

## Fort Erie

### Phase 1 Consultation Summary

Council adopted staff recommendations from [IS-04-2021](#), providing support-in-principle for the Commission, requesting Niagara Region further refine the governance and financial models in accordance with the recommendations contained in the report and in advance of the initiation of the triple-majority process.

Item	Status	Comment
Propose an alternative funding model to a levy based on property value assessment.		Revised financial model transitions from single-levy to twelve (12) special levies. Revised model reduces the redistribution of costs from larger to smaller municipalities and links future growth costs to where the service is being added.
Additional financial information - update financial baseline reporting to 2021, sources of transition cost funding, impact of COVID-19, and treatment of reserves.	 	The revised financial model includes additional discussion regarding the transfer and establishment of capital reserves. The timing of the Phase 3 Network Service Review discussed in the Service Strategy has been set in part-to allow for a better understanding of COVID-19 impacts on revenue and ridership.  The GSC has confirmed as recommended the use of the Cummings Principle to guide asset transfer. The work of the GSC will continue towards the development of Municipal Transfer Agreements which will codify considerations specific to Fort Erie. The key terms and principles of the MTA will be presented in parallel with the future triple-majority report.
Permanent representative from Fort Erie on the Commission board.		Revised board model provides political representation for all Niagara municipalities.
Existing service levels be maintained indefinitely.		Service Strategy outlines short-term enhancements in advance of a future Network Review. Indefinite minimum service hours to be finalized as part of Municipal Transfer Agreement.

## Grimsby

### Phase 1 Consultation Summary

Council adopted staff recommendations from [CAO 21-03](#), providing support-in-principle for the Commission, taking into account that Niagara Region will commit to and address the issues identified in the recommendations of that report.


Item	Status	Comment
Grimsby's current service levels are maintained and improved upon.	✓	Service Strategy outlines short-term enhancements in advance of a future Network Review. Maintenance of existing or minimum service levels will be confirmed as part of final triple-majority approval.
That the proposed financial model be amended to address concerns presented by the Town of Grimsby.	✓	Revised financial model transitions from single-levy to twelve (12) special levies. Revised model reduces the redistribution of costs from larger to smaller municipalities and links future growth costs to where the service is being added.
That Region Council consider geographical areas, such as Niagara West, when selecting two (2) additional Councillors for the Full Commission.	✓	Objective of enhanced representation for Grimsby achieved - revised board model provides political representation for all Niagara municipalities.
The ongoing NRT On-Demand pilot program and future opportunities for transit services in Grimsby.	✓	The Service Strategy anticipates the continuation and expansion of demand responsive service such as the NRT OnDemand pilot. Phase 1 improvements anticipate expanded operating hours. The Network Service Review will consider future community bus or conventional services as ridership grows, and as necessary to meet increased demand related to the introduction of GO Train service at Grimsby.

## Lincoln

### Phase 1 Consultation Summary

Council adopted staff recommendations from [AD-02-21](#), providing support-in-principle for the Commission, taking into account that Niagara Region will commit to and address the issues identified in the recommendations of that report.



Item	Status	Comment
Town of Lincoln current service levels are maintained and improved upon.	✓	Service Strategy outlines short-term enhancements in advance of a future Network Review. Maintenance of existing or minimum service levels will be confirmed as part of final triple-majority approval.
That the proposed financial model be amended to address concerns presented by the Town of Lincoln.	✓	Revised financial model transitions from single-levy to twelve (12) special levies. Revised model reduces the redistribution of costs from larger to smaller municipalities and links future growth costs to where the service is being added.
That Region Council consider geographical areas, such as Niagara West, when selecting two (2) additional Councillors for the Full Commission.	✓	Objective of enhanced representation for Lincoln achieved - revised board model provides political representation for all Niagara municipalities.

Item	Status	Comment
Discussion at Council also included how transit would support future growth in Lincoln, the ongoing NRT On-Demand Pilot, and the anticipated timing of return to pre-COVID-19 transit ridership levels.		The Service Strategy anticipates the continuation and expansion of demand responsive service such as the NRT OnDemand pilot. Phase 1 improvements anticipate expanded operating hours. The Network Service Review will consider future community bus or conventional services as ridership grows, and as necessary to meet increased demand related to the introduction of GO Train service. The timing of the Network Service Review has been recommended in part to allow transit ridership impacts from COVID-19 to be better understood.

## Niagara Falls

### Phase 1 Consultation Summary





Council jointly considered the presentation from Region staff and the Niagara Falls staff report [CAO-2021-01](#), supporting a motion to endorse, in principle, the Full Commission as the recommended governance model for the consolidation of Niagara's public transit system.

Item	Status	Comment
Reconsider 2021 as the baseline year for operational service levels, given ridership impacts from COVID-19		Achieved. The revised financial strategy updates the baseline service year to 2020 budgeted service hours – which represents a pre-COVID estimate. All figures would be adjusted prior to consolidation in 2023 to reflect most recent financials.
Consider the option of offering free or reduced fares for seniors as part of [the] transition process		The revised financial strategy anticipates a move to a single regional fare, but does not include the provision of free or reduced fares for Seniors. Decisions regarding fare discounts has been reserved as a future decision that should be made by the Commission.

## Niagara-on-the-Lake

### Phase 1 Consultation Summary

Council adopted staff recommendations from [CAO-21-002](#), providing support-in-principle for the Commission, taking into account that Niagara Region will commit to and address the issues identified in the recommendations of that report.

Item	Status	Comment
Maintaining and improving upon the current service levels provided to the Town of Niagara-on-the-Lake.		Service Strategy outlines short-term enhancements in advance of a future Network Review. Maintenance of existing or minimum service levels will be confirmed as part of final triple-majority approval.
Amending the proposed financial model to address concerns identified by the Town of Niagara-on-the-Lake.		Revised financial model transitions from single-levy to twelve (12) special levies. Revised model reduces the redistribution of costs from larger to smaller municipalities and links future growth costs to where the service is being added.
Considering geographical areas when selecting two (2) additional Councillors for the Full Commission.		Objective of enhanced representation for Niagara-on-the-Lake achieved - revised board model provides political representation for all Niagara municipalities.
Further feedback centred on the critical role transit plays in supporting economic development and tourism in Niagara-on-the-Lake, the appropriate point in time for potential integration of WEGO with the Commission, and the role of the Cummings Principle in asset transfer.		The importance of tourism to the Town and the role that transit can play in connecting tourists and employees to destinations will be a focus for the Commission. WEGO will remain an important service in achieving this objective, but remains outside the scope of the initial consolidation. Decisions regarding potential future integration will be made collectively by the City of Niagara Falls, Niagara Parks Commission, future transit Commission and Town of Niagara-on-the-Lake. The GSC has confirmed as recommended the use of the Cummings Principle to guide asset transfer.

## Pelham

### Phase 1 Consultation Summary

Council considered staff report [202-0044-Recreation](#), and adopted a series of resolutions indicating the Town of Pelham does not support the Full Transit Commission Model as presented by Niagara Region due to the issues noted below.

Item	Status	Comment
The Town of Pelham will not be sufficiently represented on the Commission Board as it pertains to governance of the Commission.	✓	Revised board model provides political representation for all Niagara municipalities.
The Regional levy as proposed (based on MPAC assessment) does not take into consideration population size or ridership, and that an approximately 500% increase to the Town of Pelham is not acceptable, and is not supported by the Council for the Town of Pelham.	✓	Revised financial model transitions from single-levy to twelve (12) special levies. Revised model reduces the redistribution of costs from larger to smaller municipalities and links future growth costs to where the service is being added.
Additional discussion referenced the anticipated timing of return to pre-COVID-19 transit ridership levels and alternative micro-transit service delivery models such as those used in Calgary and Innisfil.	✓	The Service Standards Strategy considers a future harmonization of demand-responsive and specialized services in Niagara. This future harmonization will examine a wide range of operational models for demand responsive transit. The timing of the Phase 3 Network Service Review has been set in part to allow for a better understanding of COVID-19 impacts on revenue and ridership.

As part of the consideration of this item, Pelham Council gave further direction to staff related to the ongoing NRT OnDemand pilot program.

## Port Colborne

### Phase 1 Consultation Summary


Council adopted staff recommendations from [2021-39](#), providing support-in-principle for the Commission, taking into account that Niagara Region will commit to and address the issues identified in the recommendations of that report.

Item	Status	Comment
That the City of Port Colborne service levels set out in the report Transit Enhancement Opportunity (Report 2021-15) dated January 11, 2021 are maintained and improved upon;	✓	The Service Strategy outlines short-term enhancements in service in advance of a future Network Review. Maintenance of existing or minimum service levels will be confirmed as part of final triple-majority approval.
That the proposed financial model be amended to address concerns presented by the City of Port Colborne.	✓	Revised financial model transitions from single-levy to twelve (12) special levies. Revised model reduces the redistribution of costs from larger to smaller municipalities and links future growth costs to where the service is being added.
That Regional Council consider geographical areas, such as Niagara South, when selecting two additional Councillors for the Full Commission.	✓	Objective of enhanced representation for Port Colborne achieved - revised board model provides political representation for all Niagara municipalities.
A request was made to further examine the option for municipalities to purchase enhanced transit services as part of the revised financial model.	✓	There will be two opportunities for enhanced services to be provided in a municipality – through requests made from local Councils to the Board for that would be included in future service planning and through a direct ‘purchase’ of additional services based on a municipal contribution or rate.

## St. Catharines



### Phase 1 Consultation Summary





Council considered staff report [CAO-007-2021](#) and adopted amended recommendations, providing support-in-principle for the Commission. The recommendations of that report included:

Item	Status	Comment
That...staff [forward the] report, including comments detailed by the St. Catharines Transit Commission in Appendix 3, to the Region and requests the additional information identified in [the] report be received prior to the approval of a new Intermunicipal Transit System and operating model;		<p>The purpose of this report is to present revised financial, governance, and service strategies that reflect and address feedback received from all local Councils.</p> <p>The GSC has recommended that a second round of consultation take place to provide LAMs an opportunity to review these strategies and provide additional input prior to seeking triple-majority approval.</p>

Item	Status	Comment
<p>[Requesting] the formation of a Municipal Transit Transition Group that includes the CAOs of St. Catharines, Niagara Falls, Niagara Region and Welland, the St. Catharines Transit General Manager and any other transit staff or senior staff members required in order to develop draft Municipal Transfer Agreements that include (but are not limited to) the following:</p> <ul style="list-style-type: none"> <li>• Rider fare structure;</li> <li>• Service plan detail including improvement guarantees;</li> <li>• Asset transfer agreements;</li> <li>• Growth forecasting model, including expansion costs and revenue opportunities;</li> </ul>	<p>✓</p> <p>🕒</p>	<p>The previous CAO Working Group was expanded and reconstituted as the Governance Steering Committee (GSC) to provide a wider range of perspectives from across Niagara. Project teams working under the direction of the GSC included both Regional and local staff, including those from St. Catharines and the St. Catharines Transit Commission.</p> <p>The revised financial model presents information and detail related to the move to a single regional fare, a capital reserve strategy, and funding for growth consistent with the conservative growth strategy first outlined in the NTGS. The service standards developed identify three phases of future improvements, including service hour enhancements in St. Catharines in advance of a future Network Service Review.</p> <p>The work of the GSC will continue towards the development of Municipal Transfer Agreements which will codify these considerations, including any additional feedback received from St. Catharines. The key terms and principles of the MTA will be presented in parallel with the future triple-majority report.</p>
<p>That prior to...triple majority and receiving a complete package of information of the impact of the proposal, that Engage STC be utilized to receive public feedback.</p>	<p>🕒</p>	<p>The communications and engagement strategy referenced in this report was developed by an integrated team of Regional and local staff, including those from St. Catharines. The strategy plans for a series of public feedback initiatives including surveys and stakeholder consultation sessions take place over the summer of 2021 in advance of triple-majority. The results of this consultation will be included in future reporting both to the City and the final triple-majority report.</p>

Areas of additional feedback identified through the staff report and commentary provided by the St. Catharines Transit Commission via Appendix 3, and discussion at Council included:

Item	Status	Comment
A service plan detailing existing future service expansion, including integration with the forthcoming St. Catharines Transportation Master Plan update		The Service Standards Strategy was developed to provide additional information and detail regarding how short, medium, and long-term enhancements could be implemented by the Commission. The St. Catharines TMP and the identified expansion priorities were reviewed in the development of these standards. There will be two opportunities for the Commission to review and implement these priorities: during Phase 1 and 2 through the annual service review the new Commission will undertake; and ultimately through the Network Service Review to be completed in Phase 3.
Proposed composition of the Board and concern that St. Catharines would be underrepresented		The revised board composition model proposes three St. Catharines members, reflecting its greater share of ridership and investment, and represents an increase in the proportional share of representation being provided to St. Catharines relative to that provided from the NTGS model.
Transfer of 2012 First Street Louth facility (current SCTC garage) and a request that it revert to the City should it not be used for transit purposes in the future		The principle of facilities returning to municipalities should they not be used specifically for transit purposes in the future is acknowledged, and anticipated to be formalized as part of Municipal Transfer Agreements.

Item	Status	Comment
Anticipated timing of return to pre-COVID-19 transit ridership levels, applicability of provincial Safe Restart funding, and detail pertaining to external funding sources.		Since the original report and as referenced in the Financial strategy, the Province has introduced Phase 3 of the provincial Safe Restart Funding program which specifically incorporates new governance structures as an eligible category. This inclusion is the result of advocacy from across Niagara.
Required consolidation of Union labour agreements;		Niagara's three ATU Locals responsible for delivering current conventional service in Niagara remain a primary stakeholder, as they have throughout. Additional outreach and engagement with the ATU Locals and their leadership will take place over the summer and in advance of the triple-majority discussion in partnership with the respective leadership at the Transit Agencies.
The need to consider an alternative to 2021 as the baseline year for operational service levels, given ridership impacts from COVID-19.		Achieved - the revised financial strategy updates the baseline service year to 2020 budgeted service hours, which represents a pre-COVID estimate. All figures would be adjusted prior to consolidation in 2023 to reflect most recent financials.
Consider 'unconventional' or alternative governance structures to the presented Commission model, including: benefit area rating, appointment of representatives by municipalities, options for municipalities to directly determine or fund service directly, and alternative legal structures.		The Financial strategy has been revised as (12) special levies that ties services received to costs. The revised governance strategy provides an opportunity for municipalities to recommend local representatives to Regional Council for appointment to Board. The Service Strategy discusses methods by which local municipalities can request or purchase services beyond the service standards identified or set by the Commission.

## Thorold

### Phase 1 Consultation Summary

Council adopted staff recommendations from report [PWCS2021-13](#), providing support-in-principle for the Commission, with final approval subject to the satisfactory resolution of the issues identified in that report.

Item	Status	Comment
Clarification of the City's required contribution during transition and beyond;	✓	The financial strategy outlines revised approach to funding a consolidated system based on a twelve (12) special levy approach. This strategy outlines anticipated transition costs totaling \$3.85 - \$4.96M that would be funded through a combination of existing budgets and Provincial/ Federal transit funding programs.
Confirmation that the Service Plan will maintain existing service and include service expansion to the high growth areas of the community as identified in the Thorold Transportation Master Plan (June 2020)	✓	The service strategy outlines two opportunities for service expansion into new areas such as Allanburg, Port Robinson East, or the Rolling Meadows development. Through the annual Service Review that the Commission will undertake during Phase 1 and 2 of the plan and then through the Phase 3 comprehensive Network Service Review. Maintenance of existing or minimum service levels will be confirmed as part of final Municipal Transfer Agreements.
Council further discussed the process for engagement with Brock University and associated financial contributions.	✓	Brock University will continue to be valued stakeholder as part of the communications and engagement strategy, and will be consulted directly.

## Wainfleet

### Phase 1 Consultation Summary


Council considered, but did not support, [Resolution No. C-2021-014](#), derived from the motion contained in Appendix 1 to LNTC-C 4-2020.

Item	Status	Comment
Discussion at Council centred on the proposed assessment-based financial model and its significant impact on the residents of Wainfleet.	✓	The revised financial model transitions from a single-levy to twelve (12) special levies for local service, with the existing Regional NRT levy remaining in place. The revised model reduces the redistribution of costs from larger to smaller municipalities and links future growth costs to where the service is being added.
The future role of (and need for) transit in rural municipalities such as Wainfleet through enhancement of on-demand services such as the NRT OnDemand pilot.	For Consideration	The service strategy and financial strategy collectively assume a relative 'status quo' level of service in Wainfleet immediately post-consolidation (expanded inter-municipal demand responsive hours of operation only). Future enhancements, including the potential introduction of local demand responsive trips, would be made in consultation with the Town of Wainfleet and through annual service reviews or the Phase 3 Network Service Review. Under the revised financial model, service costs are linked to the where service is being added.

## Welland

### Phase 1 Consultation Summary

Council considered report [TRANS-2021-01](#), adopting local staff recommendations relating to the issues detailed below and deferring approval for the proposed Niagara Transit Governance Strategy until 2023. Welland City Council requested new financial impact options, land would not be transferred to new entity, an updated governance model and deferring the decision to consolidate to September 2023. This report identifies a series of eleven (11) issues and concerns:

Item	Status	Comment
COVID-19 impacts on revenue and ridership (1) and Government Funding (11)		<p>The timing of the Phase 3 Network Service Review discussed in the Service Strategy has been set in part-to allow for a better understanding of COVID-19 impacts on revenue and ridership.</p> <p>Since the original report and as referenced in the Financial strategy, the Province has introduced Phase 3 of the provincial Safe Restart Funding program which specifically incorporates new governance structures as an eligible category. This inclusion is the result of advocacy from across Niagara.</p> <p>While the City of Welland has indicated that municipal SRA funding will be used to address operational funding requirements, any remaining or unspent funds from across Niagara may be used to support consolidation</p>

Item	Status	Comment
Service Plan (2) and Ridership Growth (3)		The Service Standards Strategy was developed to provide additional information and detail regarding how short, medium, and long-term enhancements could be implemented by the Commission. The Service and financial strategies collectively outline the resources required to implement these standards, incorporating the conservative growth projections from the NTGS.
Single Fare (4)		The revised financial strategy incorporates a move to a single-regional fare.
Consolidation of Union Agreements (5)		Niagara's three ATU Locals responsible for delivering current conventional service in Niagara remain a primary stakeholder, as they have throughout. Additional outreach and engagement with the ATU Locals and their leadership will take place over the summer and in advance of the triple-majority discussion in partnership with the respective leadership at the Transit Agencies.
Representation on the Commission (6)	For Consideration	The revised board composition model recommends a fifteen (15) member board, with political representation for all Niagara Municipalities.


Item	Status	Comment
Asset Transfer (7)	For Consideration	<p>The GSC has confirmed as recommended the use of the Cummings Principle to guide asset transfer. The work of the GSC will continue towards the development of Municipal Transfer Agreements which will codify considerations specific to Welland, including existing operating facilities, land ownership/transfer, and the proposed future transit facility. The principle of facilities returning to municipalities should they not be used specifically for transit purposes in the future is acknowledged, and anticipated to be formalized as part of the MTAs.</p> <p>The key terms and principles of the MTA will be presented in parallel with the future triple-majority report.</p>
Funding Model (8) and Regional Tax Levy (9)	✓	The revised financial model transitions from a single-levy to twelve (12) special levy approach. The revised model reduces the redistribution of costs from larger to smaller municipalities and links future growth costs to where the service is being added.
Five-Year Service Guarantee (10)	✓	The revised financial strategy updates the baseline service year to 2020 budgeted service hours, which represents a pre-COVID estimate. Indefinite minimum service hours to be confirmed as part of Municipal Transfer Agreement.

Item	Status	Comment
Government Funding (11)		Since the original report and as referenced in the Financial strategy, the Province has introduced Phase 3 of the provincial Safe Restart Funding program which specifically incorporates new governance structures as an eligible category. This inclusion is the result of advocacy from across Niagara.

## West Lincoln

### Phase 1 Consultation Summary

Council considered, but did not support, the motion contained in Appendix 1 to LNTC-C 4-2020. A series of concerns and a record of questions raised by Council were included in the [official minutes](#) from the January, 25, 2021 meeting.

Item	Status	Comment
Discussion related to impacts to West Lincoln residents arising from the proposed assessment-based financial model.		The revised financial model transitions from a single-levy to twelve (12) special levies for local service, with the existing Regional NRT levy remaining in place. The revised model reduces the redistribution of costs from larger to smaller municipalities and links future growth costs to where the service is being added.
The limited time transit has been provided in West Lincoln (via the NRT On-Demand pilot) and making decisions with impacts beyond the current term of Council.	For Consideration	The service strategy and financial strategy collectively assume a relative 'status quo' level of service in West Lincoln immediately post-consolidation (expanded inter-municipal demand responsive hours of operation only). Future enhancements, including the potential introduction of local demand responsive trips, would be made in consultation with the Town of West Lincoln and through annual service reviews or the Phase 3 Network Service Review. Under the revised financial model, service costs are linked to the where service is being added.

**Subject: Lockview Park – Concepts Plans**

**To: Council**

**From: Chief Administrative Office**

Report Number: 2021-223

Meeting Date: August 23, 2021

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**Recommendation:**

That Chief Administrative Office Report 2021-223 be received for information.

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**Purpose:**

The purpose of this report is to update Council on the August 11 virtual open house regarding Lockview Park redevelopment and inform of an intention to seek approval for a concept plan, budget and funding source at a fall Council meeting.

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**Background:**

At the February 22, 2021 meeting, Council approved a staff report and a Memorandum of Understanding (MOU) between the City and Port Cares for a proposed affordable housing development at Chestnut Park. This report also indicated that the public would be engaged on the future design and redevelopment of nearby Lockview Park.

At the March 22, 2021 meeting, Council approved a staff report outlining a public engagement plan for Lockview Park. This park is a blank canvas and presents an opportunity for resident involvement at the ground level to help decide the best uses for it. The City's 2020-2030 Parks and Recreation Master Plan is being used as a strategic framework to guide discussions and assist with decision-making.

On May 5, 2021, letters were mailed to residents living within 100 metres of Chestnut Park and Lockview Park informing them of the public engagement plan. This was followed by a news release issued on May 10. From May 10 to May 24, an online survey was posted, and 184 responses were received. In addition, a dedicated page regarding the Lockview Park Redevelopment Plan was created on the City's website,

and a project specific email address and phone extension were created for the public to provide comments and ask questions.

Virtual open houses were held on June 2, and August 11, 2021. After receiving community feedback from the online survey and at the first virtual open house, which combined to generate ideas and preferences for redeveloping Lockview Park, City staff retained MHBC Planning, Urban Design and Landscape Architecture to help create two concept plans. MHBC completed the City's Parks and Recreation Master Plan, so they already have knowledge of the City's parks as well as a deep understanding of current and emerging trends in park design and amenities.

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## **Discussion:**

The second virtual open house on August 11 was attended by five residents, four staff, two Councillors, and a senior landscape architect from MHBC who presented two concept plans. Both plans include a new multi-purpose court that can be used for basketball, tennis, and pickleball. They also comprise several picnic tables, benches, a shaded sitting area, a natural playground structure, perennials, pathways, and signage.

The redeveloped park will be situated in the southwest corner to maintain access to and from John Street, allow for future development on the vacant lands further north, and orient the park in the direction of the canal. The two concept plans propose landscape features that would create a viewing area of the canal to align with the "Lockview" name.

Comments from the second virtual open house included the following:

- Examine the need for property grading to address drainage issues;
- Provide electricity at the park by installing property lighting for safety and security;
- Explore opportunities to have park features and amenities powered by solar energy;
- Create pathways and walkaways to and from the park so that it can remain connected to the rest of the city;
- Have more shaded structures and park equipment; and,
- Ensure accessibility for all user groups and provide some on-site parking.

Staff have posted the two concept plans on a dedicated page on the City's website, and the project specific email address and phone extension will stay active so that residents can keep providing feedback. Furthermore, staff have issued a media release that asks residents to complete a small online survey and provide input on the two concepts plans. Once this survey closes, staff will resume work with the landscape architect from MHBC to review resident comments and look at ways to incorporate these comments into the current concept plans.

A new update report with revised concept plans will be provided to Council in late September or early October for approval along with a proposed budget and funding source.

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### **Internal Consultations:**

The Lockview Park Redevelopment Plan has been reviewed by Corporate Services, Corporate Communications, Office of the CAO, Economic Development and Tourism, Parks, and Public Works.

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### **Financial Implications:**

In proposing a redeveloped Lockview Park, staff are mindful of budget constraints and the ongoing operational costs to maintain City parks. Staff are currently planning a request of \$350,000 in the 2022 Capital Budget for this project. This amount includes trail and pathway improvements to connect the park to other public spaces and community facilities. Grant and/or donation sources of funding are being investigated.

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### **Public Engagement:**

Council approved a public engagement plan at their meeting on March 22, 2021. An online survey was issued in early May and virtual open houses were held on June 2 and August 11, 2021. A dedicated page was added to the City's website, along with a project specific email address and phone extension for communication between residents and staff. Concept plans were shared with the community at the August 11 virtual open house.

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### **Strategic Plan Alignment:**

The initiative contained within this report supports the following pillars of the strategic plan:

- Attracting Business Investment and Tourists to Port Colborne
  - City-Wide Investments in Infrastructure and Recreational/Cultural Spaces
  - Value: Financial Management to Achieve Financial Sustainability
  - Governance: Communications, Engagement, and Decision-Making
-

**Conclusion:**

Two concept plans have been created for redevelopment at Lockview Park. These concept plans were developed from ideas and feedback received at two virtual open houses and through an online community survey. The concept plans are also guided by recommendations from the City's 2020-2030 Parks and Recreation Master Plan. Staff will provide a new update report with revised concept plans in late September or early October, when Council will be asked to approve a concept, budget, and funding source.

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**Appendices:**

- a. MHBC – Lockview Park Concept Plans (08-11-2021)

Respectfully submitted,

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**Report Approval:**

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.

# LOCKVIEW PARK CONCEPT PLANS

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## CONCEPT DESIGN



LEGEND

- 1 EXISTING WASHROOM
- 2 PARK SIGN
- 3 MULTI USE COURT (BASKETBALL, TENNIS, PICKLE-BALL)
- 4 BENCH
- 5 PICNIC TABLE
- 6 SHADE STRUCTURE
- 7 WASTE AND RECYCLING
- 8 ADVENTURE PLAYGROUND (BUCKET SWING, CLIMBING LOGS, BALANCING LOGS AND TUNNELS)
- 9 TURF MOUND FEATURES



**1 SITE FURNITURE AND SEATING**



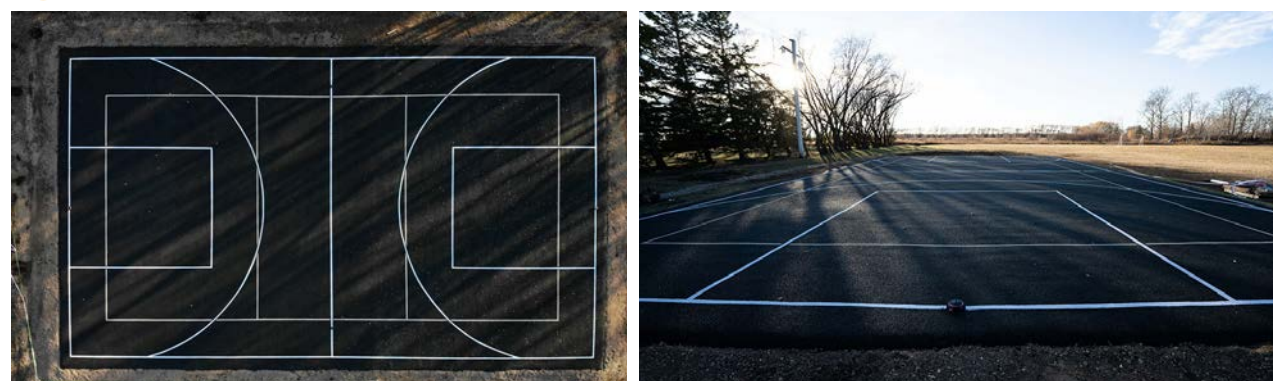
**2 SHADE STRUCTURE**



**3 ADVENTURE PLAY**



**4 MULTI USE COURT**



**5 TURF MOUND FEATURES**







**1** SITE FURNITURE AND SEATING



**2** SHADE STRUCTURE



**3** ADVENTURE PLAY



**4** MULTI USE COURT



**5** TURF MOUND AND GATHERING SPACE



**6** PERENNIAL BEDS





**Subject: Niagara Gateway Economic Zone and Centre CIP Expansion**

**To: Council**

**From: Chief Administrative Office**

Report Number: 2021-220

Meeting Date: August 23, 2021

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### **Recommendation:**

That Chief Administrative Office Report 2021-220 be received;

That Council approve expanding the Niagara Gateway Economic Zone and Centre Community Improvement Plan (CIP) area as outlined in Appendix A to Chief Administrative Office Report 2021-220; and

That the Economic Development Officer be directed to contact the Niagara Region's Council to request that they match the new boundaries.

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### **Purpose:**

The purpose of this report is to seek Council approval on the expansion of the boundaries of the Niagara Gateway Economic Zone and Centre CIP to further incentivize investment and facilitate economic development in the City of Port Colborne.

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### **Background:**

The Niagara Gateway Economic Zone and Centre CIP is a Tax Increment Based Grant Program (TIG). This program provides an incremental tax grant for completed projects within the Gateway Project Area based on the project's economic and environmental design performance. Successful applicants will receive a tax rebate of a percentage of the post-project assessed value, for a period of 5 or 10 years depending on the location of the project. The current location of the 10-year TIG is shown in yellow on Appendix A. This is a joint program funded and administered by the Niagara Region and the City of Port Colborne and it is designed to encourage the development, redevelopment or

expansion of businesses, as well as create jobs in a specific geographic location for qualified businesses.

The TIG is a points-based system with various criteria such as environmental design performance and value of construction. The number of points determine whether you qualify for the program or a percentage of between 20% and 100% of the increased tax assessment. This amount of rebate is fixed so if the MPAC assessment continues to increase further over the 10 years, the dollar amount returned continues to stay constant.

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### **Discussion:**

Much of the land encompassed in the current geographical area that qualifies for the 10-year TIG is not serviced and is not slated for servicing for several years. Expanding the boundaries to broaden eligibility for the 10-year TIG from the 5-year TIG will encourage the development of areas where servicing currently exists to support more development in the near term and attract new businesses.

Staff are recommending support for expanding the boundaries and that the Niagara Region be requested to match the new boundaries along with funding the Regional portion of the TIG. Niagara Region Economic Development has been consulted and are supportive of the change and recommending this to Niagara Region Council.

Appendix A in blue shows the proposed expansion area.

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### **Financial Implications:**

The Tax Increment Grant (TIG) over a 10-year period continues to have a net tax assessment increase.

Following the 10-year period, the City will receive the full property tax value associated with the redeveloped property. The owner is responsible for the upfront costs of redevelopment and must pay for the increased taxes arising from the higher assessed value. The incremental portion of the tax increase is returned in the form of a grant.

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### **Strategic Plan Alignment:**

The initiative contained within this report supports the following pillars of the strategic plan:

- Attracting Business Investment and Tourists to Port Colborne
- Value: Financial Management to Achieve Financial Sustainability

### **Conclusion:**

The expansion of the boundaries of the Niagara Gateway Investment Zone and Centre CIP to provide the 10-year TIG will attract investment and encourage economic development and job creation in the City. This will have an overall tax assessment increase for the City of Port Colborne. Staff are recommending that Council support this policy change and that the Council motion be forwarded to Niagara Region Economic Development and Niagara Region Council for their support.

---

### **Appendices:**

- a. Current Niagara Gateway Economic Zone and Centre CIP Boundary and proposed expansion.

Respectfully submitted,

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### **Report Approval:**

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.



### Legend

- Strategic Locations For Invest
- Streets Labels
- Provincial
- Regional
- Municipal/Private Roads
- Regional Roads

1,016.0 0 508.00 1,016.0 Meters

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### Notes



**Subject: 2021 Beach Operations Update**

**To: Council**

**From: Corporate Services Department**

Report Number: 2021-219

Meeting Date: August 23, 2021

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**Recommendation:**

That Corporate Services Department Report 2021-219, 2021 Beach Operations Update, be received as information.

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**Purpose:**

The purpose of this report is to provide Council with an update on Centennial-Cedar Bay Beach and Nickel Beach activity and usage during the period of July 20 to August 6.

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**Background:**

The previous beach operations update provided to Council covered the period of June 17 to July 19, 2021.

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**Discussion:**

Operational Plans in place at both beach locations continue to help ensure simplicity, efficiency, and an enhanced user experience. Staff highlight that the most consistent accounts of positive feedback from both Port Colborne residents and visitors at both beach locations is the increased space available through reduced capacity of parking. For Nickel Beach, this allows each group to park near the water's edge with a view of the lake, while leaving all other beachfront space open for beach activities that would not be possible with multiple rows of parking. At Centennial-Cedar Bay Beach, parking control continues to ensure no Port Colborne resident is turned away from being able to use the park amenities or beachfront due to overcrowding.

Staff identify that the most common area of improvement noted by beachgoers is the amenities available at Nickel Beach. Users have provided testimonials that they would appreciate enhanced washroom/change facilities, most of which are non-Port Colborne residents who are charged fees for access. As previously noted to Council, staff are preparing options for capital projects that address the feedback being received from beach users. Though these options will be shared with Council in more detail through the budget process, staff highlight that the primary projects will include repurposing the old washroom facility into a designated area for a food vendor, shade, and potentially entertainment; a mobile staff/first aid treatment building; and new washroom and change facilities that are accessible, aesthetically pleasing, and portable. Staff also highlight that all enhancements being noted for Nickel Beach would be completely funded through the Vale Community Improvement Fund.

Metrics for usage at both Centennial-Cedar Bay Beach and Nickel Beach during the period of July 20 to August 6 are attached as Appendix A.

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### **Strategic Plan Alignment:**

The initiative contained within this report supports the following pillar(s) of the strategic plan:

- Service and Simplicity - Quality and Innovative Delivery of Customer Services
- Attracting Business Investment and Tourists to Port Colborne
- City-Wide Investments in Infrastructure and Recreational/Cultural Spaces

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### **Conclusion:**

That Corporate Services Department Report 2021-219, and the July 20 – August 6 Beach Usage Metrics attached as Appendix A be received.

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### **Appendices:**

- a. July 20 – August 6 Beach Usage Metrics

Respectfully submitted,

Blair Holinaty  
Recreation Coordinator & Beach Supervisor  
(905) 835 2900 Ext. 538  
Blair.Holinaty@portcolborne.ca

**Report Approval:**

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.

**July 20 – August 6 Beach Usage Metrics**

**Note** - Numbers based on individual carloads, not individuals.

**Nickel Beach**

<b>Dates</b>	<b>Port Colborne Residents</b>	<b>Niagara Residents</b>	<b>Non-Niagara Residents</b>
<b>July 20 – July 25</b>	<b>283</b>	<b>187</b>	<b>509</b>
<b>July 26 – August 1</b>	<b>191</b>	<b>177</b>	<b>465</b>
<b>August 2 – August 6</b>	<b>272</b>	<b>247</b>	<b>514</b>
<b>Totals</b>	<b>746</b>	<b>611</b>	<b>1488</b>

**Centennial – Cedar Bay Beach**

<b>Dates</b>	<b>Port Colborne Residents</b>	<b>Niagara Residents</b>
<b>July 20 – July 25</b>	<b>71</b>	<b>43</b>
<b>July 26 – August 1</b>	<b>64</b>	<b>39</b>
<b>August 2 – August 6</b>	<b>46</b>	<b>27</b>
<b>Totals</b>	<b>181</b>	<b>109</b>



**Subject: Signage Renewal Strategy**

**To: Council**

**From: Chief Administrative Office**

Report Number: 2021-215

Meeting Date: August 23, 2021

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**Recommendation:**

That Chief Administrative Office Report 2021-215 be received for information.

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**Purpose:**

The purpose of this report is to inform Council of a signage renewal strategy that has been created to assess and update current signage at parks, trails, public spaces, facilities, on major roadways and gateway signage. New signage will provide a consistent and uniform look throughout the City, create a strong visual brand and positive first impressions for visitors and tourists, and provide connections and direction within the City. Staff have submitted a request to the 2022 Capital Budget to begin a multi-year project to update City signage to be consistent with new branding guidelines and erect City signage where it is needed.

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**Background:**

Staff have started to create an inventory of all City signage at parks, trails, facilities, and on major roadways. This included site visits to evaluate the current signage in place, to note what locations have suitable signage with the City's new branding and the state of signage at each location. From there, the signage has been given a priority level based on the condition of the current signage, traffic volumes, and location within the City (i.e., downtown core, Main Street, industrial area, visitor/tourist area, entrance points).

---

**Discussion:**

The City has over 50 locations that have City branded signage. Parks staff have been gradually replacing some signs in parks and trails with signage that includes the City's new branding.

This initiative will help to prioritize the signs that need to be replaced and will also identify locations where more signage may be necessary, and areas where signage is no longer required. Research is also being conducted to ensure sufficient information is provided in each location. For example, park etiquette should be included in parks signs as well as trail signs.

Having signage in a presentable condition and with the appropriate information is important. When entering the City or visiting a facility, park, or trail, a sign is typically the first thing seen by investors, tourists, and residents. The goal of this initiative is to ensure the City is being showcased in the best possible manner.

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**Internal Consultations:**

This project has been discussed by the Corporate Leadership Team. City staff from Economic Development and Tourism, Engineering, and Parks are working together.

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**Financial Implications:**

A request for \$50,000 every year for the next three years has been submitted to the 2022 Capital Budget. Staff will also be seeking partnerships with the public and private sector, as well as pursuing funding opportunities that may be available from the Province and the Public Realm Investment Program (PRIP) administered by the Niagara Region.

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**Strategic Plan Alignment:**

The initiative contained within this report supports the following pillar(s) of the strategic plan:

- Service and Simplicity - Quality and Innovative Delivery of Customer Services
  - Attracting Business Investment and Tourists to Port Colborne
  - City-Wide Investments in Infrastructure and Recreational/Cultural Spaces
  - Governance: Communications, Engagement, and Decision-Making
-

**Conclusion:**

In conclusion, City staff have prepared this report to make Council aware of a signage renewal strategy that is underway. This initiative will evaluate the entire inventory of signs in trails, parks, public spaces, facilities, and other key locations and develop a plan to replace signage and create new signage that meets branding guidelines, provides connections and direction within the City, and creates positive impressions for residents, visitors, tourists, and investors.

---

Respectfully submitted,

Luke Rowe  
Events and Volunteer Coordinator  
905-835-2900  
luke.rowe@portcolborne.ca

Gary Long  
Manager of Strategic Initiatives  
905-835-2900 ext. 502  
gary.long@portcolborne.ca

**Report Approval:**

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.



**City of Welland**  
**Corporate Services**  
Office of the City Clerk  
60 East Main Street, Welland, ON L3B 3X4  
**Phone:** 905-735-1700 Ext. 2159 | **Fax:** 905-732-1919  
**Email:** clerk@welland.ca | www.welland.ca

August 10, 2021

**File No. 21-109**

SENT VIA EMAIL

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

Attention: Ann-Marie Norio, Regional Clerk

Dear Ms. Norio:

**Re: August 10, 2021 – WELLAND CITY COUNCIL**

At its meeting of August 10, 2021, Welland City Council passed the following motion:

- “1) THAT THE COUNCIL OF THE CITY OF WELLAND receives for information Report P&B-2021-42; and further**
- 2) THAT Welland City Council requests Niagara Region Council to maintain the existing Grants and Incentives Programs as detailed in this Report; and further**
- 3) THAT Welland City Council is supportive of adding additional financial incentives for affordable/rental housing; and further**
- 4) THAT Welland City Council requests the City Clerk forward a copy of this Report to the Niagara Region, and all municipalities within the Niagara Region for information and support.”**

Yours truly,

Tara Stephens  
City Clerk

TS:bl

- c.c.: - Local Municipalities
- Grant Munday, Director of Planning & Development Services
  - Steve Zorbas, CAO/Director of Corporate Services



Corporate Services Department  
Clerk's Office  
CITY of STRATFORD  
City Hall, P.O. Box 818  
Stratford ON N5A 6W1

519-271-0250 Ext. 5237  
Fax: 519-273-5041  
www.stratford.ca

July 23, 2021

Honourable Premier Doug Ford  
Premier of Ontario  
Legislative Building  
Queen's Park  
Toronto ON M7A 1A1

[premier@ontario.ca](mailto:premier@ontario.ca)

Dear Premier Ford:

Re: Resolution to Phase Out Ontario's Gas Plants

At their June 28, 2021 Regular Council meeting, Stratford City Council adopted a resolution petitioning the provincial government to immediately take steps to replace gas powered electrical generation with non-carbon-based sustainable alternatives.

A copy of the resolution is attached for your consideration. We kindly request your support and endorsement.

Sincerely,

Tatiana Dafoe  
Clerk

Encl.  
/ja

cc: MPP Randy Pettapiece  
MP John Nater  
Association of Municipalities of Ontario  
Federation of Canadian Municipalities  
All Ontario municipalities



## THE CORPORATION OF THE CITY OF STRATFORD

### Resolution: Phase Out Ontario's Gas Plants

**WHEREAS** the Earth is on course toward a climate crisis, unless timely actions are taken to minimize the greenhouse effect;

**AND WHEREAS** the use of fossil fuels is a major contributor to the greenhouse effect because of the increasing amount of heat trapping Carbon Dioxide in the atmosphere;

**AND WHEREAS** Stratford, along with other municipalities has declared a "Climate Emergency" and is considering a Carbon Net Zero goal to be achieved by 2050;

**AND WHEREAS** the 2050 Carbon Net Zero goal has been, and is being adopted by countries and governments at all levels, as well as by industries, social and economic institutions;

**AND WHEREAS** the most effective way of achieving that goal is through initiatives in reducing carbon footprint, and greening;

**AND WHEREAS** in the Province of Ontario, Electricity generation fueled by Natural gas contributes substantially to the province's carbon footprint and provides an opportunity for rapid reduction of carbon dioxide emissions through the elimination of this form of generation;

**AND WHEREAS** in the interest of environmental and economic wellbeing for the province of Ontario, immediate action to replace the gas generators by sustainable zero carbon alternatives should be undertaken;

**NOW THEREFORE IT BE RESOLVED** that the City of Stratford strongly appeal to the Government of Ontario to immediately take steps to replace gas powered electrical generation with non-carbon based sustainable alternatives;

**AND BE IT FURTHER RESOLVED** that this resolution be circulated to Ontario municipalities and their organizations including AMO and OSUM for their consideration of support.

-----  
Adopted by City Council of The Corporation of the City of Stratford on June 28, 2021

The Corporation of the City of Stratford, P.O. Box 818, Stratford ON N5A 6W1  
Attention: City Clerk, 519-271-0250 ext 5329, [clerks@stratford.ca](mailto:clerks@stratford.ca)

**From:** Jane Hozian [REDACTED]  
**Sent:** July 30, 2021 2:57 PM  
**To:** Amber LaPointe <[Amber.LaPointe@portcolborne.ca](mailto:Amber.LaPointe@portcolborne.ca)>  
**Subject:** FW: Application for Parking Pass

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.  
Good Afternoon Amber,

I am emailing to request consideration for a Parking Pass for Port Colborne.

We have a tug docked there and we are available 24hrs a day to provide ship assists through the canal as well as barge work. With being there, we usually crew the tug last minute due to the short notice we receive for this kind of work. Parking beside the Tug makes it easier to load crew and gear quickly and be on our way. We have used this spot many times over the years and never received a parking ticket. I think it was clear we were a Commercial Vehicle supplying the Tug docked.

Lately though, we have received a few parking tickets. (I have attached what was sent to Bylaw regarding the tickets) I have called a couple times to the Bylaw Office and today I was referred to you to see if we could obtain a pass to be able to use the one parking spot when needed.

If you could advise if this is possible and if so whether you require any additional information.

Thank you kindly,  
Jane

**Many Thanks,**

**Jane Hozian** | Operations Assistant, Small Vessel Fleet  
**McKeil Marine Limited** | [www.mckeil.com](http://www.mckeil.com)  
57 River Drive, Port Dover, ON N0A 1N7  
[REDACTED]



**CONFIDENTIALITY NOTICE:** This email, including any attachments, may contain information that is confidential and privileged. Any unauthorized disclosure, copying or use of this email is prohibited. If you are not the intended recipient, please notify the sender by reply email and permanently delete this email and any copies immediately.

**CONFIDENTIALITÉ AVIS:** Cet e-mail, y compris les pièces jointes, peut contenir des informations confidentielles et privilégiées. Toute divulgation non autorisée, la copie ou l'utilisation de cet e-mail est interdite. Si vous n'êtes pas le destinataire prévu, s'il vous plaît informer l'expéditeur par email de réponse et de supprimer définitivement ce message et toutes les copies immédiatement.

## PENALTY NOTICE



KCOUSINEAU believes from personal knowledge and certifies that on the infraction date shown, the owner (or operator) of the vehicle upon which was displayed the number plate described below, committed the following parking infraction, contrary to the indicated by-law.

### TICKET INFORMATION

**Ticket #: 21B00036**

Date: 2021/06/10

Time from: 06/10/2021 13:38 to: 16:29

### VEHICLE INFORMATION

Plate: AZ68057 ON

Reg Exp: 10/20

Vehicle Make: FORD

### OFFENCE INFORMATION

Bylaw: 89-2000 Section: 207.01

Location:

WEST STREET

City of Port Colborne

Park over time limit where prohibited

Fine Amount: \$25.00

Amount Becomes: \$40.00

If not paid by 2021/07/25

Note:



### NOTICE

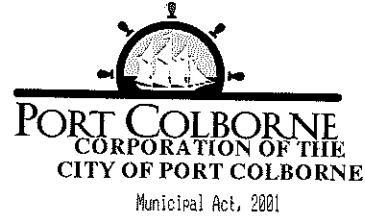
IF YOU DO NOT PAY THE PENALTY SHOWN OR MAKE ARRANGEMENTS TO DISPUTE THE PENALTY WITHIN 15 DAYS, YOU WILL BE DEEMED NOT TO DISPUTE THE OFFENCE, WHICH MAY RESULT IN DEBT OWING TO THE TOWN AND YOUR ONTARIO VEHICLE PERMIT NOT BEING RENEWED.

6886

Municipal Law Enforcement Officer Officer No.

**PLEASE READ REVERSE SIDE**

## PENALTY NOTICE



EMESSING believes from personal knowledge and certifies that on the infraction date shown, the owner (or operator) of the vehicle upon which was displayed the number plate described below, committed the following parking infraction, contrary to the indicated by-law.

### TICKET INFORMATION

**Ticket #: 21C00130**

Date: 2021/07/28

Time from: 07/28/2021 14:23 to: 16:57

### VEHICLE INFORMATION

Plate: AZ68057 ON

Reg Exp: 10/20

Vehicle Make: FORD

### OFFENCE INFORMATION

Bylaw: 89-2000 Section: 207.01

Location:

WEST STREET

City of Port Colborne

Park over time limit where prohibited

Fine Amount: \$25.00

Amount Becomes: \$40.00

If not paid by 2021/09/11

Note:



### NOTICE

IF YOU DO NOT PAY THE PENALTY SHOWN OR MAKE ARRANGEMENTS TO DISPUTE THE PENALTY WITHIN 15 DAYS, YOU WILL BE DEEMED NOT TO DISPUTE THE OFFENCE, WHICH MAY RESULT IN DEBT OWING TO THE TOWN AND YOUR ONTARIO VEHICLE PERMIT NOT BEING RENEWED.

6885

**PLEASE READ REVERSE SIDE**



## PORT COLBORNE

### CITY OF PORT COLBORNE

Municipal Offices  
66 Charlotte Street  
Port Colborne, Ontario  
L3K3C8  
[www.portcolborne.ca](http://www.portcolborne.ca)

#### COMMUNITY SAFETY AND ENFORCEMENT By-law Enforcement Division

NADRO MARINE SERVICES LIMITED  
57 RIVER RD  
PORT DOVER, ON N0A1N7

#### Parking Late Payment Notice

<u>Penalty Notice #</u>	<u>Penalty Date</u>	<u>Offence Location</u>	<u>Plate Number</u>	<u>Payment Due Date:</u>
21B00036	June 10, 2021	WEST STREET	AZ68057	7/28/2021
<u>Offence Description</u>		<u>Amount</u>	<u>Balance</u>	
207.01	Park over time limit where prohibited	\$25.00	\$25.00	
MTO	MTO Search Fee	\$10.00	\$10.00	
<b>Total balance owing:</b>				<b>\$35.00</b>

Our records indicate that the Penalty identified above has not been paid by the payment due date indicated on the Penalty Notice. The Penalty is now past due and remains owing together with an administration fee of \$10.00. You risk denial of your Ontario Vehicle Permit application unless payment for the Amount Due shown above is received by the City of Port Colborne immediately. You also will lose the opportunity for a Review if a request is not submitted within 14 days from the date of the offence above.

Please note:

- You are solely responsible for ensuring that payment of the Amount Due shown above is received by City of Port Colborne by the Payment Due Date.
- All payments must include the Penalty Notice Number.
- Cheques or money orders must be payable to "Corporation of the City of Port Colborne".
- Postdated cheques or partial payments are not accepted
- An administrative fee of \$30.00 will be applied for any dishonoured cheques.
- Do not send cash in the mail.
- For further information regarding The City of Port Colborne's system of administrative penalties, please visit the City of Port Colborne's website at [www.portcolborne.ca](http://www.portcolborne.ca).
- You may pay in person during the City's business hours at City Hall at the address below.

*If payment has already been made please accept our thanks and disregard this notice*

-----RETURN THIS PART WITH YOUR PAYMENT-----

<u>Penalty Notice #</u>	<u>Penalty Date</u>	<u>Plate Number</u>	<u>Amount</u>	<u>Payment Due Date:</u>
21B00036	6/10/2021 4:29 PM	AZ68057	\$35.00	7/28/2021





**PORT COLBORNE**

## Request for Screening

AMPSappeals@portcolborne.ca

Fax: 905-835-2939 Tel: 905-835-2900

66 Charlotte Street, Port Colborne, ON L3K 3C8

Penalty Notice Recipient		
Name (first and last) MCKEIL MARINE		Home Telephone 905-528-4141
Address 1001 CHAMPLAIN AVE.		Other Telephone 519-428-5806.
City BURLINGTON		Fax Number
Postal Code L7L 5Z4.	Province ON	Email Address jhozian@mckeil.com

Penalty Notice Information (Infraction) (Please provide the information found on the Penalty Notice)		
Penalty Notice No. 21 B00036.	Penalty Date 2021/06/10	Plate Number or Name on Penalty Notice AZ68057.
Location where the Infraction Occurred (complete for <u>non-parking</u> Penalty Notices only) WEST ST.		
Offence OVERTIME LIMIT. (89-2000)		Section Number 207.01.

Type of Screening Requested (You are required to check <b>one</b> preferred method of Screening)
<input type="checkbox"/> In-Person Screening (Screening at City Hall) <input checked="" type="checkbox"/> Written Screening
<b>Please Note:</b> A Written Screening allows your Screening to be processed without your attendance at City Hall.

Complete this section <u>only</u> if you have selected to attend an <b>In-Person Screening</b> .			
<ul style="list-style-type: none"> <li>■ Please check your preferred Screening appointment time below.</li> <li>■ Screenings will be scheduled for the next <u>available</u> Wednesday</li> <li>■ If you are not available to attend an In-Person Screening on a specific Wednesday, please include this information on your Screening Request form with the reason for your inability to attend. The scheduling of Screenings will only be delayed by a maximum of two weeks.</li> <li>■ Your preference for a date and time will be considered but cannot be guaranteed. A Notice will be sent to you confirming the date and time of your Screening appointment.</li> <li>■ If submitting your request by mail, email scanned copy or fax, a notice will be sent to you confirming the date and time of your Screening appointment.</li> <li>■ In-Person Screening appointments cannot be rescheduled or adjourned.</li> </ul>			
Screening Appointment Times			
<input type="checkbox"/> 9:00AM – 10:00AM	<input type="checkbox"/> 10:30AM – 11:30 AM	<input type="checkbox"/> 1:30PM – 2:30PM	<input type="checkbox"/> 2:30PM – 3:30PM

**Reason for Screening** (you are required to provide specific reason(s))

- Please provide a factual and detailed explanation of your reason(s) for your Screening request.
- If you wish to support your Screening with images or other documentation please bring them with you at your scheduled In-Person Screening (if applicable) or attach them to this request.
- The Screening Decision will be sent to you.

- WE PARK ON WEST ST. FOR WORK.
- WE HAVE TUGS DOCKED HERE FOR SHIP ASSISTS.
- CALLED REGARDING PARKING FOR THIS TICKET RIGHT AFTER RECEIVED. EXPLAINED ISSUE TO GENTLEMAN AND HE WAS TO GET BACK TO ME. I NEVER RECEIVED A RESPONSE.
- WE NEED TO PARK HERE TO CROW TUG FOR ASSISTING SHIPS / BARGES.

Continued on next page.

Continued from page 2

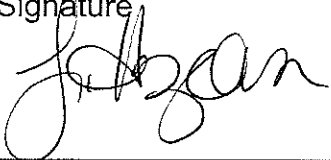
Attachment(s) included (please check the relevant box): ☐ Yes ☐ No

#### Statement of Penalty Notice Recipient

I represent and warrant that:

- I am the registered owner of the vehicle (for Parking Penalty Notices only); or
- I am the person named on the Penalty Notice (for Non-Parking Penalty Notices only);
- I acknowledge that if I fail to appear and to remain at my scheduled In-Person Screening until my matter has been determined by the Screening Officer, I will be deemed to have abandoned my request for a Screening, the Administrative Penalty will be affirmed, and I will be liable for an additional fee for having failed to appear (currently \$50.00), and
- I have read and understand the conditions of this application.

Signature



Date

2021/08/30

#### Instructions for Submitting In-Person Screening and Written Screening Request Form

Please submit your completed form to the City of Port Colborne by:

- a) **Regular letter mail to:** City of Port Colborne, City Hall, 66 Charlotte St., Port Colborne, ON L3K 3C8
- b) **Emailed scanned copy to:** [AMPSappeals@portcolborne.ca](mailto:AMPSappeals@portcolborne.ca)
- c) **Facsimile (Fax) to:** 905-835-2939
- d) **In person to By-law Enforcement Division at:** City Hall, 66 Charlotte St., Port Colborne, ON L3K 3C8

# For Internal Use Only

Application Received		Appointment Information	
Date Stamp:	Appointment Date	Appointment Time	Date Notified
	Registered Owner Notified by:		Penalty Notice Recipient's Initials
	<input type="checkbox"/> Email <input type="checkbox"/> Fax <input type="checkbox"/> Mail <input type="checkbox"/> In Person		
<b>Location:</b> City Hall, 66 Charlotte St., Port Colborne, ON L3K 3C8 <b>Screening:</b> Conference Room,			
<b>Screening Decision</b>			
Screening Officer's Signature		Date	

Personal information contained on this form is collected and will be used for the purpose of administering the City's Administrative Penalty process. Questions about this collection should be directed to the City of Port Colborne's Freedom of Information Officer at 905-835-2900.



**PORT COLBORNE**

## Request for Screening

AMPSappeals@portcolborne.ca

Fax: 905-835-2939 Tel: 905-835-2900

66 Charlotte Street, Port Colborne, ON L3K 3C8

<b>Penalty Notice Recipient</b>		
Name (first and last) MCKEIL MARINE.		Home Telephone 905-528-4141
Address 1001 CHAMPLAIN AVE.		Other Telephone
City BURLINGTON		Fax Number
Postal Code L7L 5Z4	Province ON	Email Address jhozian@mckeil.com

<b>Penalty Notice Information (Infraction)</b> (Please provide the information found on the Penalty Notice)		
Penalty Notice No. 21C00130.	Penalty Date 2021/07/28	Plate Number or Name on Penalty Notice AZ68057.
Location where the Infraction Occurred (complete for <u>non-parking</u> Penalty Notices only) WEST ST.		
Offence OVER TIME LIMIT. (89-2000)		Section Number 207.01

<b>Type of Screening Requested</b> (You are required to check <b>one</b> preferred method of Screening)	
<input type="checkbox"/> In-Person Screening (Screening at City Hall)	<input checked="" type="checkbox"/> Written Screening
<b>Please Note:</b> A Written Screening allows your Screening to be processed without your attendance at City Hall.	

<b>Complete this section <u>only</u> if you have selected to attend an <u>In-Person Screening</u>.</b>			
<ul style="list-style-type: none"> <li>■ Please check your preferred Screening appointment time below.</li> <li>■ Screenings will be scheduled for the next <u>available</u> Wednesday</li> <li>■ If you are not available to attend an In-Person Screening on a specific Wednesday, please include this information on your Screening Request form with the reason for your inability to attend. The scheduling of Screenings will only be delayed by a maximum of two weeks.</li> <li>■ Your preference for a date and time will be considered but cannot be guaranteed. A Notice will be sent to you confirming the date and time of your Screening appointment.</li> <li>■ If submitting your request by mail, email scanned copy or fax, a notice will be sent to you confirming the date and time of your Screening appointment.</li> <li>■ In-Person Screening appointments cannot be rescheduled or adjourned.</li> </ul>			
Screening Appointment Times			
<input type="checkbox"/> 9:00AM – 10:00AM	<input type="checkbox"/> 10:30AM – 11:30 AM	<input type="checkbox"/> 1:30PM – 2:30PM	<input type="checkbox"/> 2:30PM – 3:30PM

**Reason for Screening** (you are required to provide specific reason(s))

- Please provide a factual and detailed explanation of your reason(s) for your Screening request.
- If you wish to support your Screening with images or other documentation please bring them with you at your scheduled In-Person Screening (if applicable) **or** attach them to this request.
- The Screening Decision will be sent to you.

- WE PARK ON WEST ST. FOR WORK  
- WE HAVE TUGS DOCKED HERE FOR SHIP ASSISTS.  
- CALLED REGARDING PARKING TICKETS AS WE  
NEED TO PARK HERE WHILE CROWING TUG  
TO ASSIST SHIPS / BARGES.

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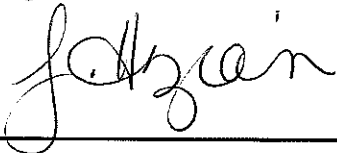
Attachment(s) included (please check the relevant box): ☐ Yes ☐ No

#### Statement of Penalty Notice Recipient

I represent and warrant that:

- I am the registered owner of the vehicle (for Parking Penalty Notices only); or
- I am the person named on the Penalty Notice (for Non-Parking Penalty Notices only);
- I acknowledge that if I fail to appear and to remain at my scheduled In-Person Screening until my matter has been determined by the Screening Officer, I will be deemed to have abandoned my request for a Screening, the Administrative Penalty will be affirmed, and I will be liable for an additional fee for having failed to appear (currently \$50.00), and
- I have read and understand the conditions of this application.

Signature



Date

2021/07/30

#### Instructions for Submitting In-Person Screening and Written Screening Request Form

Please submit your completed form to the City of Port Colborne by:

- a) **Regular letter mail to:** City of Port Colborne, City Hall, 66 Charlotte St., Port Colborne, ON L3K 3C8
- b) **Emailed scanned copy to:** [AMPSappeals@portcolborne.ca](mailto:AMPSappeals@portcolborne.ca)
- c) **Facsimile (Fax) to:** 905-835-2939
- d) **In person to By-law Enforcement Division at:** City Hall, 66 Charlotte St., Port Colborne, ON L3K 3C8

**For Internal Use Only**

<b>Application Received</b>		<b>Appointment Information</b>	
Date Stamp:	Appointment Date	Appointment Time	Date Notified
	Registered Owner Notified by:		Penalty Notice Recipient's Initials
	<input type="checkbox"/> Email <input type="checkbox"/> Fax <input type="checkbox"/> Mail <input type="checkbox"/> In Person		
<b>Location:</b> City Hall, 66 Charlotte St., Port Colborne, ON L3K 3C8 <b>Screening:</b> Conference Room,			
<b>Screening Decision</b>			
Screening Officer's Signature		Date	

Personal information contained on this form is collected and will be used for the purpose of administering the City's Administrative Penalty process. Questions about this collection should be directed to the City of Port Colborne's Freedom of Information Officer at 905-835-2900.

The Corporation of the City of Port Colborne

By-law No. \_\_\_\_\_

Being a by-law to appoint a Deputy Clerk (Commissioner for Taking Affidavits)

Whereas Subsection 228(1) of the *Municipal Act, 2001*, S.O. 2001, c. 25 provides that a municipality shall appoint a Clerk; and

Whereas Subsection 228(1) of the *Municipal Act, 2001* provides that the municipality may appoint a Deputy Clerk who shall have all the powers and duties of the Clerk; and

Whereas Section 1 of the *Commissioners for Taking Affidavits Act* (the “Act”) provides that the persons who hold an office or an office of a class that is prescribed by the regulations made under the Act are, by virtue of office, commissioners for taking affidavits in Ontario; and

Whereas Deputy clerks, treasurers, and deputy treasurers of municipalities are, by virtue of office, commissioners for taking affidavits in Ontario; and

Whereas it is desirable to ensure that public service is maintained at all times; and

Whereas the Council of The Corporation of the City of Port Colborne deems it expedient to appoint a Deputy Clerk for the above purpose;

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

1. That Whitney Gilliland is hereby appointed a Deputy Clerk for The Corporation of the City of Port Colborne solely for the purpose of acting as a Commissioner for Taking Affidavits;
2. That this by-law shall come into force and take effect on the day of passing;
3. That this by-law shall be repealed on the date the appointee ceases to be an employee of the City of Port Colborne.

Enacted and passed this 23rd day of August, 2021.

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William C. Steele  
Mayor

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Amber LaPointe  
City Clerk

The Corporation of the City of Port Colborne

By-law No. \_\_\_\_\_

Being a by-law to appoint a Deputy Clerk (Commissioner for Taking Affidavits)

Whereas Subsection 228(1) of the *Municipal Act, 2001*, S.O. 2001, c. 25 provides that a municipality shall appoint a Clerk; and

Whereas Subsection 228(1) of the *Municipal Act, 2001* provides that the municipality may appoint a Deputy Clerk who shall have all the powers and duties of the Clerk; and

Whereas Section 1 of the *Commissioners for Taking Affidavits Act* (the “Act”) provides that the persons who hold an office or an office of a class that is prescribed by the regulations made under the Act are, by virtue of office, commissioners for taking affidavits in Ontario; and

Whereas Deputy clerks, treasurers, and deputy treasurers of municipalities are, by virtue of office, commissioners for taking affidavits in Ontario; and

Whereas it is desirable to ensure that public service is maintained at all times; and

Whereas the Council of The Corporation of the City of Port Colborne deems it expedient to appoint a Deputy Clerk for the above purpose;

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

1. That Christopher Roome is hereby appointed a Deputy Clerk for The Corporation of the City of Port Colborne solely for the purpose of acting as a Commissioner for Taking Affidavits;
2. That this by-law shall come into force and take effect on the day of passing;
3. That this by-law shall be repealed on the date the appointee ceases to be an employee of the City of Port Colborne.

Enacted and passed this 23rd day of August, 2021.

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William C. Steele  
Mayor

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Amber LaPointe  
City Clerk

The Corporation of the City of Port Colborne

By-Law No. \_\_\_\_\_

Being a by-law to adopt, ratify and confirm  
the proceedings of the Council of The  
Corporation of the City of Port Colborne at  
its Regular Meeting of August 23, 2021

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

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

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

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

1. Every action of the Council of The Corporation of the City of Port Colborne taken at its Regular Meeting of August 23, 2021 upon which a vote was taken and passed whether a resolution, recommendations, adoption by reference, or other means, is hereby enacted as a by-law of the City to take effect upon the passing hereof; and further
2. That the Mayor and Clerk are authorized to execute any documents required on behalf of the City and affix the corporate seal of the City and the Mayor and Clerk, and such other persons as the action directs, are authorized and directed to take the necessary steps to implement the action.

Enacted and passed this 23rd day of August, 2021.

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William C. Steele  
Mayor

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Amber LaPointe  
City Clerk