



COMMITTEE OF THE WHOLE - GENERAL

Tuesday, March 21, 2023, 4:00 p.m.

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Niagara-on-the-Lake Council & Municipal Heritage Committee Heritage Training Session



March 21, 2023

Today we will look at:

- Heritage and Conservation
- Heritage as Public Policy
- The Role of Government
- Municipal Heritage Tool Kit
- New Provincial Requirements
- NOTL Municipal Heritage Advisory Committee
- NOTL Challenges and Opportunities



Heritage and Conservation

What is Heritage?

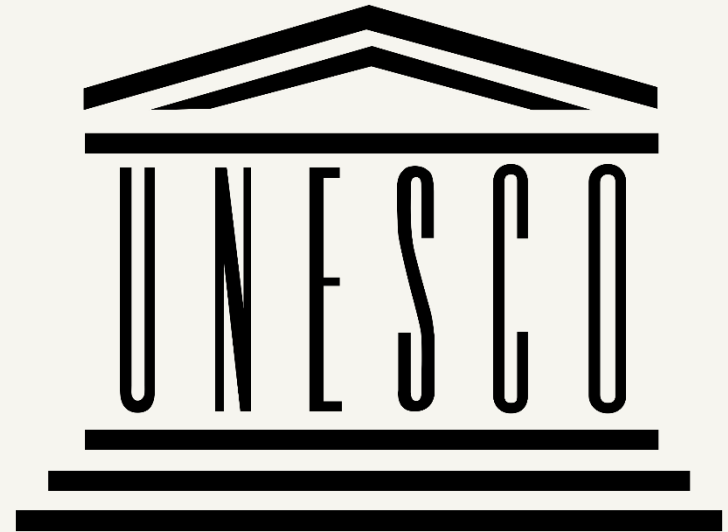
While human or cultural heritage is our focus, cultural heritage is inextricably linked with our natural environment — just think of almost any landscape!



Source: Canadian Society of Landscape Architects

What is Cultural Heritage?

- Cultural heritage is the entire spirit of a people in terms of its values, actions, works, institutions, monuments and sites (UNESCO)
- Cultural heritage is everything from the past that a community values in the present and wishes to pass on to the future (Province of Ontario)



Source: https://commons.wikimedia.org/wiki/File:UNESCO_logo.svg



Source: <https://www.kings.uwo.ca/about-kings/visitor-info/calendar-of-events/visit-to-mohawk-institute-residential-school-woodland-cultural-centre/>

What is Cultural Heritage?

Cultural heritage is both tangible and intangible and falls into three main types:

- immovable heritage or real property, such as buildings and landscapes
- movable heritage or personal property, such as objects, documents, artifacts
- intangible heritage such as customs, traditions, stories, names

What is Cultural Heritage?

These types are often connected, overlapping and shifting

- Think of a ceremony (intangible) associated with a place (immovable) that has archaeological artifacts (movable)
- Or a building that is moved!



What is Cultural Heritage?

It is immovable or real property that is subject to our land use planning and heritage property protection systems. This includes many different kinds of cultural heritage property. To name some:

- Buildings of all types
- Gardens / Landscapes
- Structures such as bridges and fences
- Monuments and statues
- Cemeteries
- Ruins and archaeological sites
- Spiritual or sacred sites
- Streetscapes

Why are Heritage Places Important?

Our heritage tells us who we are, where we have come from and what we have accomplished.

- Heritage places provide a sense of place and identity for our communities
- Old architecture and design creates character – distinctive buildings and landscapes are a source of local pride and draw strong tourism interest



Source: <https://hotcore.info/babki/downtown-niagara-falls-ontario.html>

Source: <https://www.ontarioaway.com/things-to-do-in-niagara-on-the-lake/>

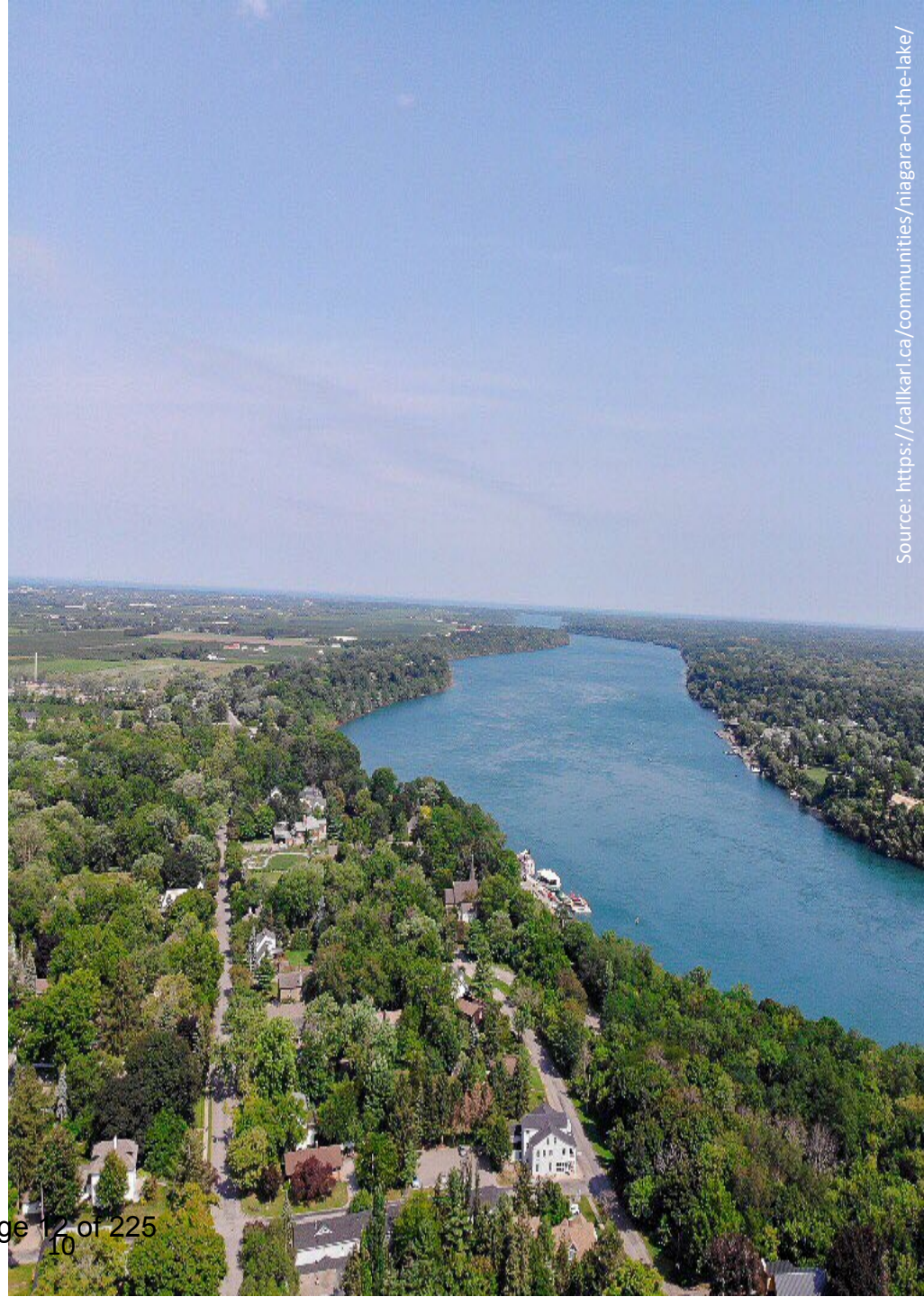


Why are Heritage Places Important?

(cont'd)

Our heritage helps us build a better, more sustainable future

- “New ideas must use old buildings” (Jane Jacobs) – older buildings attract entrepreneurs and are often the first home for small businesses
- Retaining older buildings and neighbourhoods offers important environmental benefits and combats climate change



What is Cultural Heritage Value?

Cultural heritage value *is what a community values about a place*

- The community is usually geographical – local, provincial, national or even international (UNESCO's World Heritage Sites)
- Can also include communities of interest, such as BIPOC communities
- A place may have more than one heritage value – physical value, historical value, contextual value – and be valued for different or even conflicting reasons by different communities
- The value of a place may change over time as the understanding of its history develops and the community itself evolves (reflecting greater diversity for example)

What is Heritage Conservation?

Conservation is about preserving the heritage value of a place and extending its life. Conservation can be seen as a process:

- **Identify** (a heritage place)
- **Evaluate** (determine its heritage value and the physical features that manifest that value)
- **Protect** (by repair or restoration work, and also legally by appropriate measures)
- **Use** (give the place a function in the life of the community), and
- **Interpret and celebrate** (make the place known and understandable)

What Heritage Conservation Isn't

Conservation is **not** about pickling a place so it can't be changed. It is about managing the inevitable need for change so that the use of a place can evolve while safeguarding its heritage value and features.

Conservation is **not** about nostalgia and NIMBYism. It is about a community's best efforts to keep, fix and use/reuse its heritage assets.



Heritage as Public Policy

Why Heritage as Public Policy?

Heritage places are non-renewable resources. Once gone, they are lost forever.

Heritage is vulnerable and often threatened – by neglect, by insensitive or inappropriate alteration, and by demolition and replacement by new development.

To address the public and community interest in heritage places, governments at all levels have responded with policies and programs.

What is the Government's Role?

In Canada, our constitution gives provinces / territories responsibility for “property and civil rights”

- The province is primarily responsible for setting the legal and policy framework for heritage conservation
- The federal government has a more limited role – identifying national historic sites, setting national conservation standards, creating federal incentive programs (income tax credits, etc.)
- Municipalities are responsible for community heritage policies and programs and implementing provincial direction

Provincial Framework

- The provincial framework for heritage conservation includes:
 - The Ontario Heritage Act (OHA)
 - The Planning Act and Provincial Policy Statement (PPS)
 - The Municipal Act
 - The Environmental Assessment Act (“environment” includes buildings and structures)
 - Funeral, Burial, and Cremation Services Act

Main Provincial Government Players

- Ministry of Citizenship and Multiculturalism (MCM)
 - lead responsibility for cultural heritage
 - The OHA and its regulations
 - PPS heritage policies (with Ministry of Municipal Affairs and Housing)
 - Licensing archaeologists
 - Heritage Property Tax Relief (HPTR) legislation
 - The Ontario Heritage Tool Kit guides and advice

Main Provincial Government Players

(cont'd)

- Ministry of Municipal Affairs and Housing (MMAH) – lead responsibility for land use planning
 - The Planning Act and the PPS
- Ontario Heritage Trust – an agency of MCM
 - Owns properties (e.g. Niagara Apothecary), holds heritage easements (e.g. NOTL courthouse), hosts Ontario Heritage Register, runs Ontario's Doors Open program
- Ontario Land Tribunal – now hears all heritage appeals under the OHA as well as appeals under the Planning Act

Provincial Legal/Policy Framework

The Ontario Heritage Act (OHA)

- Proclaimed in 1975; comprehensive amendments in 2005
- Recent changes in last 2 years: Bill 108 and Bill 23
- Administered by MCM; provides governing legislation for the Ontario Heritage Trust; gives MCM authority over archaeological licenses / practices; mandates conservation of provincially-owned heritage property, which is exempt from designation
- Parts IV and V of the OHA are enabling legislation for local municipalities – councils *may* designate property, list property, hold heritage easements, make grants, etc. (Note: authority for HPTR programs is in Municipal Act, not OHA)

Provincial Framework (cont'd)

The OHA (cont'd)

- Part IV – listing and designation of individual property
- Part V – designation of heritage conservation districts (HCDs) and adoption of HCD plans
- Allows municipality to control alteration / demolition / new construction on designated property *but not use*
- Provides owners with rights of appeal to OLT; states that no compensation is required to be paid by municipalities for designations

Provincial Framework (cont'd)

The Planning Act

- Governs land use planning and development in Ontario
- Sets out matters of provincial interest, including the conservation of cultural heritage
- Provides for the PPS – provincial and municipal planning decisions “shall be consistent with” PPS policies

Provincial Framework (cont'd)

The Provincial Policy Statement 2020

- Provides policy direction on matters of provincial interest in land use planning – contains a broad array of social, environmental, and economic policies
- All relevant policies are to be applied in making planning decisions
- Has strong language supporting conservation:

Long-term economic prosperity should be supported by: ...

d) maintaining and, where possible, enhancing the vitality and viability of downtowns and mainstreets;

e) encouraging a sense of place, by promoting well-designed built form and cultural planning, and by conserving features that help define character, including built heritage resources and cultural heritage landscapes

Provincial Framework (cont'd)

The PPS 2020 (cont'd)

The PPS also has five specific policies on cultural heritage:

- The first directs that significant built heritage resources and cultural heritage landscapes “shall be conserved”
- The second prohibits development unless significant archaeological resources and areas of archaeological potential are conserved
- Another prohibits development on lands *adjacent* to a protected heritage property unless it has been demonstrated that the heritage attributes of the property will be conserved

What is the Municipality's Role in Heritage Conservation?

The local municipality is on the front lines in conserving heritage places

- Follow provincial legislation and policy direction in making planning decisions – Official Plan policies, zoning, development approvals, etc.
- Integrate heritage planning into planning processes
- Utilize OHA, Planning Act, and other tools to conserve heritage places through regulation, incentives, and promotion
- Work with local communities, businesses, builders, private owners, and other organizations and agencies

NOTL Municipal Players

Here in NOTL, the
key municipal
players are:

- Town Council
- Municipal
Heritage
Committee
(MHC)
- Town staff
- Town Historian



Source: https://www.tripadvisor.ca/Attractions-g154999-Activities-c57-Niagara_on_the_Lake_Ontario.html



Source: <https://www.planetware.com/canada/top-rated-things-to-do-in-niagara-on-the-lake-cdn-1-324.htm>

Instruments / Tools for Heritage Conservation

A successful municipal heritage program will include tools or measures of three broad types:

- Regulatory approaches, such as designation;
- Incentive programs, such as grants; and,
- Awareness / education and promotion approaches, such as guidance material and interpretive signage.

The Municipal Heritage Tool Kit – OHA Tools

Inventories and Listing

Identification and evaluation are the first steps in conserving heritage places.

- A baseline inventory is the foundation of heritage planning
- From this “raw” database properties can be selected for formal listing under the OHA
- Listing a property puts it on the official municipal register of heritage properties that the Town is required to keep
- Listing is “designation lite” requiring relatively little legal process – owners must be notified and given an opportunity to request their property not be listed, with council considering the request

Listing (cont'd)

- To be listed a property must meet one of the provincial criteria for cultural heritage value found in Ontario Regulation 9/06
- Owners of listed properties must give the Town 60 days notice before applying for a demolition permit
- There may be some PPS/Official Plan requirements triggered
- Listings can be one-offs but are usually done in batches

Part IV Designation

Anyone can request a designation, but council must consult with the MHC before designating a property.

- To be designated, a property must satisfy 2 of the prescribed criteria
- Two core pieces of the notice of intention to designate (NOID) and the final designation by-law:
 - 1) A statement of the property's cultural heritage value or interest
 - 2) A description of the heritage attributes of the property
- Designation controls kick in as of the date of the publication of the NOID. Alteration to the heritage attributes requires council's consent, as does any demolition on the property.
- The owner can appeal the designation to the OLT on the grounds that the criteria are not met.

Listing/Designation Criteria

The 9 criteria, set out in Ontario Regulation 9/06, are of three types:

- Physical / Design – the property's significance for its architectural or other character or design
- Historical / Associative – the property's associations with significant themes, people, or events
- Contextual – the property's importance as part of its context or surroundings

At least 1 of the 9 criteria must be met for listing; 2 for designation.

Part V Designation

Since 2005, district designations have required an HCD plan. The plan must include:

- A statement of the district's cultural heritage value and description of its heritage attributes
- Policies and guidelines for managing changes in the district
- Types of alterations that are minor and don't require a permit

Part V Designation (cont'd)

Post-2005 plans are very strong: The municipality's by-laws, including zoning, and public works must be consistent with the plan. (Old, pre-2005 plans don't have these strengths and are considered guidance only.)

- The OHA also provides for interim controls for a year while an area is being studied for designation.
- Part V designations may be appealed to the OHT.

Part IV/V Delegation Powers

- Council can delegate certain approval powers
- Approval of alterations to Part IV or Part V properties can be delegated by by-law to municipal staff members
- The by-law must specify the types of alterations for which authority is delegated
- Council must consult with the MHC on the by-law specifics
- The delegate must consult with the MHC (as the OHA requires) in exercising the delegated authority
- Note that approval of demolition/removal of buildings cannot be delegated

Other OHA Protection Tools

- Municipality can enact special property standards for designated heritage property – used to forestall demolition by neglect. (NOTL's by-law was passed in 2019.)
- Municipality can acquire heritage easements on property with the owner's agreement – often used as a condition of funding assistance or development approvals.

New Provincial Requirements

Recent OHA changes make it harder to protect what communities value and treasure

- OHA regulatory tools more restricted in application
 - OHA processes made more complex
- **Bill 108: OHA amendments and a new OHA regulation (O. Reg. 385/21) took effect July 1/22**
- **Bill 23: OHA amendments and changes to O. Reg. 9/06 took effect January 1/23**

New Provincial Requirements (Cont'd)

Listing

- Owners of newly listed properties must be given notice and are able to request the property be taken off the Register, which council must consider (notice was previously a best practice only); owners of currently listed properties can request de-listing at *any* time
- Expiry date for listings when they must be removed from the Register: 2 years from Jan. 1/23 for existing listings or 2 years from date of new ones; can't list property again for 5 years
 - only way to protect the property is to designate within the 2 year period
 - note: NOTL has ~ 200 listed properties

New Provincial Requirements (Cont'd)

Designation

- New requirements for content of designation by-laws
 - Designations must now satisfy at least 2 (rather than 1) of the O. Reg. 9/06 criteria for heritage value
 - Owners now have 2 cracks at objections/appeals to designation:
 - objection (within 30 days of the notice of intention to designate) triggers a mandatory reconsideration by council before the by-law is passed; and
 - appeal of the by-law (within 30 days of notice of passage) to the Ontario Land Tribunal for a final decision
- (Note: the Conservation Review Board has been axed)

New Provincial Requirements (Cont'd)

Designation (cont'd)

- New requirements if a municipality wants to begin a heritage designation in cases where an owner is making a Planning Act application for development on the property
 - property must already be listed
 - notice of intention to designate must be given within 90 days

Heritage Conservation Districts (Part V Designation)

- At least 25% of properties in a proposed HCD must now satisfy at least 2 of the O. Reg. 9/06 criteria
- Province working on new regulations for amending or repealing HCDs



The Municipal Heritage Tool Kit – Planning Tools

Planning Policies and Other Tools

Planning tools that can support heritage objectives include:

- Official Plan
- Secondary Plans
- Zoning
- Community Improvement Plans
- Community Design Guidelines
- Sign By-laws
- Conservation Plans

Heritage Impact Assessment (HIA)

HIAs (also called Heritage Impact Statements) are cited in the definition of “conserved” in the PPS.

- HIA is a study to determine if and how heritage resources are impacted by a development proposal and what might be done to avoid or mitigate impacts
- HIA is widely used as a pre-condition of approval of development on
 - designated or listed property
 - property adjacent to a designated or listed property

Cultural Heritage Landscapes and Character Areas

A cultural heritage landscape (CHL), as defined in the PPS, can include buildings, structures, spaces, views, and archaeological sites or natural areas *that are valued together*.

Many Ontario municipalities have developed an inventory of their cultural heritage landscapes (e.g. Caledon, which has 12 so far).

While official identification of a CHL confers no direct protection, it can inform planning and protection measures including HCD designation and decisions on infrastructure and public works.

Municipal Incentives

Financial and other incentives are a key part of municipal heritage programs. These take a variety of forms:

- Grants, usually for work on designated property
- Façade improvement grants or loans for commercial areas
- HPTR – Municipal Act allows municipality to provide property tax relief to designated property owners of 10-40%
 - Can be targeted to certain areas or classes of property
 - Province shares in cost by funding the education portion
 - In two-tier structure requires upper-tier to adopt companion measure if owners are to get full benefit
- Non-financial incentives (e.g. signage, plaquing, parties!)

Municipally-Owned Heritage Property

Municipalities themselves own or control heritage properties. In NOTL these include the Old Courthouse and Simcoe Park.

The Town can lead-by-example by demonstrating good stewardship of municipally-owned heritage assets.



Source: <https://www.notl.com/recreation-events/facilities/facility-rentals>

Source: https://www.exploringniagara.com/places_to_explore/parks_beaches/simcoe_park.html



Archaeological Framework

Part VI of the Ontario Heritage Act

- archaeological sites are automatically protected
- illegal for anyone but a licensed archaeologist to knowingly alter or disturb an archaeological site; province (MCM) licenses archaeologists and sets standards and guidelines for archaeologists

PPS policies

- includes prohibition on development and site alteration on lands containing archaeological resources or areas of archaeological potential unless resources have been conserved according to a standard archaeological assessment process

Municipalities

- implement provincial rules by requiring archaeological assessment as part of development approval process
- also incorporate archaeology conservation policies in planning documents

NOTL Municipal Heritage Committee

Municipal Heritage Committees

- Statutory committees created under section 28.1 of the OHA
- Currently about 150 MHCs in Ontario
- Council passes a by-law to establish the committee, appoints its members, determines the mandate/terms of reference, and provides staff support and resources/budget
- Chief benefits of MHCs:
 - Harness local volunteer talent and expertise to assist council
 - Build relationships with and recognize the efforts of property owners
 - Committee/group decision-making on heritage evaluation and impact questions tends to be more considered and objective

NOTL MHC

The MHC's Terms of Reference

- This is what the committee does — and doesn't do
- Important to keep up-to-date as provincial/municipal policies and practices shift
- Consider how the committee:
 - might be structured to handle workload of priority initiatives, e.g. use standing committees, working groups
 - reviews permit applications — what types it needs to see and what types it doesn't

Town Historian

The Town Historian is not a Town employee. Under the current Terms of Reference for the Town Historian:

- Mandate is to support the Town Planning staff by researching properties being considered for designation and writing articles for local media about the Town's history, buildings, events, or people
- The Historian may be a person or group appointed by council for a four-year term concurrent with council's

Town Historian (cont'd)

Consider better integrating the Town Historian's role into the Town's heritage planning processes.

- Discuss with the Museum to clarify this role
- May require updating of the ToR and/or establishing an MOU between the Town and the museum board

NOTL Heritage Issues and Opportunities

Growing Pains / Development Pressures

How to be better prepared for growth and change

- NOTL has a rare and enviable wealth of heritage resources
- NOTL also faces ever-greater development pressures
- The province is also pushing for greater intensification and housing supply
- At the same time heritage tourism, agritourism, and agriculture are the pillars of the Town's economy and future prosperity
- Failure to conserve the Town's distinctive character and heritage places threatens NOTL's identity, appeal, and tourism brand

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<https://www.municipalworld.com/articles/town-of-niagara-on-the-lake-wins-prince-of-wales-prize/>

Growing Pains / Development Pressures (cont'd)

While much has been done there is a pressing need to implement further planning and heritage protection measures:

- Will help the Town get “out in front” of issues, avoiding reactive and contentious efforts to curtail unsuitable development proposals including costly hearings before the Ontario Land Tribunal
- Developers will have greater clarity about what rules apply and where
- Bill 23 and other legislative changes present challenges for the Town’s listing and designation programs

Old Town HCD Update and Expansion

Rethinking the Old Town Heritage Conservation District

- The existing 1986 HCD plan (with minor changes in 2010) needs to be reviewed and updated to ensure it continues to serve its intended purpose.
- Strong case for expanding the HCD in all directions (it is much smaller than the federal National Historic District)
- Expansion / updating of the HCD is already on the Town's priority items list
 - A huge undertaking that can proceed in phases
 - Consider creating a council / MHC / staff steering committee to tackle

Other Heritage Initiatives

Other important heritage initiatives to be considered:

- Updating NOTL's heritage register by adding new listed properties
- In light of Bill 23, prioritizing listed properties for designation – what selection criteria should be used?
- Undertaking a Cultural Heritage Landscape / Heritage Character Area inventory, which could also identify potential new HCDs (e.g. Queenston, St. Davids)
- Implementing the HPTR incentive program
- Consider developing a carbon impacts program to incentivize building retrofits and disincentivize demolitions and landfill waste
- Others?

Council Direction/Commitment on Heritage Initiatives

Council will need to:

- Set clear priorities for heritage initiatives/projects, and
- Commit funding and set budgets for those priority projects



Thank you!

DSHC with contributions from LHC Heritage Planning & Archaeology Inc.



Niagara-on-the-Lake

Marnie Cluckie, CAO

Rome D'Angelo, *Director*

Burial Grounds

March 21, 2023

Background

Challenges:

Rural municipalities are challenged to appropriately care for abandoned/inactive cemeteries

In August 2022, the Town delegated at AMO requesting government action related to funding and legislation concerning inactive cemeteries.

Request @ AMO:

- ❖ **Develop a program that provides funding to adequately fund the costs of taking over a cemetery and annually helps cover the ongoing costs of maintenance and care**
- ❖ **Change the legislation to provide relief to rural municipalities that cannot bear the costs downloaded to overburdened taxpayers**

Background

There is **one (1) active** and **eleven (11) inactive cemeteries** within the municipality that are cared for by Town Staff:

- *Ball Cemetery, Hunter Road*
- *Baptist Cemetery, Virgil*
- *Chrysler Cemetery, Line 8 @ Creek Road*
- *Clement Cemetery, St. Davids*
- *Homer Cemetery, Old Hwy. 8 at Canal*
- *Negro Burial Place, Niagara-on-the-Lake*
- *River Road Cemetery, at Browns Point*
- *Servos Cemetery*
- *Sterling Cemetery, Line 6*
- *United Church Cemetery, Virgil*
- *Steele Village Cemetery*



Background

- Fortunately, Niagara-on-the-Lake has passionate, dedicated residents who want to make a difference, like the **Friends of the Forgotten.**
- **FOTF** has been fundraising for the **Niagara Baptist Church Burial Ground** to help make a difference and honour those buried there.



Friends of the Forgotten

The Negro Burial Ground





Tonight's Objectives

- Explain the purpose of Friends of the Forgotten
- Introduce the members of the committee
- To seek your support in principle for achieving our Vision
- To keep you informed every step of the way



FOTF's Goals

Friends of the Forgotten was formed in order to

- bring the same level of attention, care and respect to the Niagara Baptist Church burial ground that is given to other historic sites in NOTL.
- transform the currently unremarkable state of the burial ground into a point of pride for NOTL as a respectful memorial and historical site.
- honour the parishioners buried there, their role in the town's heritage, and the importance of Black history in NOTL.



Who Are We?

The **Friends of the Forgotten** is a group of highly motivated NOTL residents and stakeholders. We bring a diverse set of skills and experience to the task.

- George Webber
- Niki Walker
- Cheryl Morris
- Sarah Kaufman
- Rene Bertschi
- Audrey Pellett
- Betty Knight
- Jamie Knight
- Barbara Worthy
- Juliet Dunn
- Kiera Sangster



Accomplishments to date

- Advanced communication with Town staff to offer support and develop understanding of the role FOTF can play
- Independent research into the history of the site and people buried there
- Funded the Stage 1 archeological assessment through donations from foundation members, friends, and family. The Stage 1 report is expected by the end of March.
- Established a preliminary network of funding partners to help move forward with next stages, depending on Council, Town Staff and BAO directives



Our request

Tonight, we are asking:

1. That Council supports FOTF in principle
2. That Council invites us to return with Town Staff to present the Stage 1 archaeological assessment when it becomes available

Staff Recommendation

Staff respectfully recommends that

- Council supports the Friends of the Forgotten requests to:
 - Support the FOTF in principle
 - Return to Council with Town Staff to present the findings of the Stage 1 Archaeological Assessment (AA) when it becomes available
 - Directs Staff to continue to support the FOTF's fundraising efforts (e.g., *accept donations on the Town's website & issue tax receipts*)



** Next steps for this project will be determined based on the results of the AA and consultation with the BAO. Staff will report back to Council with future recommendations.*



**Thank you.
Any Questions?**

Planning at Niagara-on-the-Lake Planning for Progress Update #2



Council Resolution

Moved by Councillor Gary Burroughs, seconded by Councillor Norm Arsenault, that the following path be adopted as recommended by Art Zuidema in his presentation, Planning at Niagara-on-the-Lake: Planning for Progress, of November 22, 2021:

- 1. Six Priority Items directed for implementation by Council on September 29, 2021 (Review of Next Steps);*
- 2. Direction to:*
 - Report on two (2) Quick Wins (Nos. 7 and 10) in Q1 2022;*
 - Proceed on remaining seven (7) Quick Wins 4 recommended Council decision path;*
- 3. Direction to Report back to Council on four (4) Escalation Items in Q1 2022;*
- 4. Council Review of Items Requiring more review before a recommendation to Council can be made, which suggestions that:*
 - Items Nos. 20 21 22 23 24 and 25 be held in abeyance and revisited in Q1 2022;*
- 5. With respect to Item No. 26, Council requests a report be presented in early 2022.*

Priority Action Items



Priority Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
1. Rezone the Old Town with more restrictive performance standards (height, coverage, side, front, and back setbacks, parking, basement coverage and height etc.)	<p>Contract will be awarded from pre-qualified roster</p> <p>Online, front-ended, public session to obtain community input</p> <p>Official Plan (OP) work is related to Zoning</p>	<p>Ready for RFP</p> <p>Considering coordination with broader Comprehensive Zoning By-law Review</p> <p>OP work will be reviewed concurrently</p>

Priority Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
<p>2. Conduct a “Beyond the Basics” Heritage Training session for planners and members of Council and a “beyond the basics” training session for the Heritage Committee to establish a common base line of knowledge on jurisdiction, provincial regulatory changes, provincial policy changes, opportunities, constraints, roles and best practices</p>	<p>Training completed with previous Council and Municipal Heritage Committee</p> <p>Training Summary report provided to Council on September 26, 2022 (CDS-22-079)</p>	<p>Training proposed for Council and Heritage Committee in light of Bill 23 changes</p> <p>Scheduled March 21, 2023</p>

Priority Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
<p>3. In addition to existing completed work, expand the Heritage Conservation District, and update heritage plans, processes and policies where required by conducting a gap analysis and best practices review. Develop a sound foundation which will support policy-based advice and decisions that are clear and consistent</p>	<p>Conduct gap analysis and best practices review while the Request for Proposal (RFP) is out to market</p> <p>Phased project with separate work components identified and proposed timing</p>	<p>Recommended training will assist in Council providing go-forward direction</p> <p>Draft Terms of Reference prepared to advance this initiative</p> <p>Working with a consultant to undertake preliminary review of area and make recommendations for study area</p>

Priority Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
4. Designate properties and areas meriting designation	<p>Staff initially proposed that this prioritization be completed as part of the Heritage Workshop (Priority #2 – Beyond the Basics Heritage Training)</p> <p>In advance of the workshop, MHC Council Members, MHC Chair, the Town Historian and Lord Mayor were to be consulted for comments and suggestions</p>	<p>Affected by Bill 23</p> <p>Prioritization of the Register is required. Working with a consultant to undertake initial review and make recommendations to Staff, MHC and Council to prioritize designations</p> <p>Budget request for heritage consulting to provide opportunity to designate more properties per year</p>

Priority Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
<p>5. Confirm the direction for density in Glendale with the Region through a Terms of Reference that is approved by NOTL Council to ensure that the progress of the project is monitored, and that Council is consulted for approval at appropriate junctures as the Secondary Planning process is being shepherded by the Region and its consultants</p>	<p>Work leading to a Terms of Reference (TOR) has begun at a Staff level</p> <p>The TOR will come to Council</p>	<p>Terms of Reference completed</p> <p>Consultant engaged and work proceeding</p> <p>The Planning Partnership leading the project. Phase 1 update to Council in January, 2023. Phase 2 engagement planned for April, 2023</p>

Priority Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
<p>6. Consider whether to expedite the finalization of OPA 78 and ensure that there are sufficient solid Official Plan policies that direct growth away from the Old Town</p>	<p>Have a consultant planner review and opine on the strength of the current policy direction. Are additional policies required? Is a secondary plan for Old Town recommended? Are Urban Design Guidelines appropriate for Old Town?</p> <p>Appeal of OPA 78 has been withdrawn. In effect as of September 30, 2022</p> <p>OP work is related to Zoning. If projects have independent consultants, there should be communication between same</p>	<p>OPA 78 should be reviewed through conformity exercise for the adopted Official Plan and considered through the zoning by-law review</p>

Quick Wins



Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
7. Assuming there is sufficient need, hire additional heritage staff to get properties designated, the district expanded, requisite policy developed and manage future workloads	Reassess as option items progress	Emerging Bill 23 priority 2023 Operating Budget request
8. Create a roster of independent planning consultants, including consultants outside of the Region, who are up to speed with NOTL policies and mobilized to advise Council in a timely fashion. Send out packages of materials to roster members to determine outside planning support when planning recommendations are not followed by Council and an appeal is launched.		Completed

Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
9. Develop a yearly Planning Department Work Plan that is approved by Council and comes back to Council on a quarterly or half yearly basis for tweaking and resource confirmation	Work on this list has commenced To be presented in Q1 2022	In progress To be presented in Q2 2023
10. Until sufficient policy (OP and Zoning) in place, retain (planner and lawyer) to do all intensification (severance/variance/zoning) hearings to get consistency over time and buffer the in-house planners from workload demands and emotionally charged matters	Before any resourcing decisions are made, the upcoming Tribunal list will be reviewed Planned for Q1 2022	On hold Note Bill 23 changes to appeal process (third party appeals for CofA)

Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
11. With a resourced Department, enable and encourage planning staff to be solution oriented/creative to address concerns of Council		Completed
12. Include executive summaries in planning reports		Completed
13. To reduce risk, time and costs consider utilizing: a) OLT mediation on all planning appeals; and/or b) Voluntary third-party mediation		Completed/Ongoing

Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
14. Put your best foot forward for LPAT/OLT hearings including rooms/sound systems/parking and accommodations		Video conferencing continues Incremental steps being taken
15. Make periodic market adjustments to ensure that NOTL is competitive in attracting Planning Staff		Will report when warranted/recommended

Escalation Items

Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
16. Request a Provincial Ministerial Zoning Order (MZO) to eliminate appeals entirely in particular areas where sufficient justification can be provided	Work is required before sufficient justification can be provided	Groundwork commenced
17. Lobby the Province to allow municipalities to have more time to review the intensification proposals where the municipalities have identified and finalized intensification areas for growth plan targets	Intensification planning is required before this item could proceed	<p>Work underway to review, identify and confirm the intensification areas in the Town's Official Plan</p> <p>May require supporting municipalities</p> <p>Bill 109 timelines make achieving this item more challenging</p>

Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
18. Lobby the Province to provide relief such that use of an Interim Control By-law for Cannabis does not count as use under the Planning Act	Consultation with Legal Counsel is advisable first	No longer a concern as ICB cooling off period ends in July 2023
19. Consider enhancing the Complete Application approach set out in the Official Plan	A detailed review of complete application process is needed for current and proposed Official Plan	Reviewing this process as a result of the shortened timelines and financial impacts made through Bill 109

Items Requiring More Review



Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
20. Review the planning process to provide Council members and Council with planning proposal materials earlier and give Council an earlier opportunity to review and participate as the decision maker in the municipal development process	Map out processes and timing	<p>Bill 109 review of planning process underway, including review of when and how to engage</p> <p>Reviewing opportunities for early engagement</p>

Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
21. Update the Secondary Plans and ensure that there are sufficient Design Guidelines for geographic sub areas (this will provide control/guidance and certainty for applicants)	<p>Conduct an environmental scan of current design guidelines</p> <p>Are design guidelines or a secondary plan recommended for Old Town</p>	<p>Secondary Plans should be reviewed as part of the adopted Official Plan</p> <p>The work plan will identify a hierarchy for review of existing Secondary Plan and recommend locations for new Secondary Plans</p>
22. Hire an in-house lawyer for OLT/LPAT and planning matters to reduce costs		Not recommended at this time

Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
23. Comprehensively review winery policies including a review of whether there is sufficient policy to appropriately balance enhanced winery viability and the protection of rural sensitive uses from winery operations including accessory uses		<p>Preliminary review being completed with the adopted Official Plan. More detailed direction required</p> <p>Consultant required</p> <p>Consideration given through the Tourism Strategy work</p>
24. Have Council replace the Committee of Adjustment (COA)	A thorough review of past decisions is required to advance this item	Not recommended at this time

Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
25. Committee of Adjustment Guidelines. Council creates criteria by by-law based on caselaw	A thorough review of caselaw would be required	Not recommended at this time
26. Review the pros and cons of a Community Planning Permit System (CPPS) Pilot in contrast to the current policy framework	<p>A thorough review of work done to date and work to re-engage would be needed</p> <p>Policy required in the Official Plan</p>	<p>Focus on completing the review and conformity exercise for the adopted Official Plan. CPPS policies will be included</p> <p>Consideration being given through Bill 109 review</p>

Other Items

Other items	Previous Path/Trajectory	Status/Go-forward Recommendation
Character Study for Randwood and John Street East	Not originally identified in the Planning for Progress work	Work underway and Phase 1 nearing completion with upcoming public engagement
New Official Plan	Not originally identified in the Planning for Progress work	Staff consulting with the Region on the required conformity work. An update was shared with Council via report CDS-22-058



REQUEST TO APPEAR AS A DELEGATE

TOWN OF NIAGARA-ON-THE-LAKE

(PLEASE PRINT CLEARLY OR TYPE ON THIS FORM)

Name: April Jeffs (Chair, Niagara Parks Commission) David Adames (CEO, Niagara Parks Commission)	E-mail: Contact: Darla Jones (Executive Assistant) dajones@niagaraparks.com	
Street: Niagara Parks Commission - 7400 Portage Road	Box # / RR #: PO Box 150	Phone #: 905-356-2241 x2277
City: Niagara Falls, ON	Postal Code: L2E 6T2	Fax #:

- ✓ (☒) Non Agenda Delegation - a presentation which addresses topics that do not appear on the Council or COTW Agenda and for which no report has been prepared for Council by Staff must be submitted no later than 12 p.m. on the Thursday prior to the COTW or Council Meeting
- ✓ (☐) Agenda Delegation - a presentation which specifically addresses a COTW or Council Agenda item.
- ☐ (✓) **I have never spoken on this issue before and the key points of my presentation are as follows:**

For the Niagara Parks Commission Chair and CEO to provide key updates on Niagara Parks' projects and initiatives - information presentation.

If an applicant wishes to address an issue they have previously spoken to as COTW or Council, they will only be permitted to do so if they bring forward significant new information. Specific details on how this information is new must be identified below and is subject to approval by the Town Clerk. Council will be advised if significant new information has not been provided.

- ☐ (✓) **I have spoken on this issue before, and the specific new information I wish Council to review is as follows:** (attach a separate page(s) if necessary)

I wish to appear before Council on March 2023 Council Meeting

Meeting time is 6:00 p.m. unless otherwise noted)

DATE

Note: Your request must be made no later than 12:00 p.m. on the day of the schedule meeting.

I wish to appear before Committee of the Whole on

(Meeting time is 6:00 p.m. unless otherwise noted)

DATE

☐ Community & Development Services ☐ Corporate Services ☐ Operations-Parks & Recreation/Public Works

Note: Your request must be made no later than 12:00 p.m. on the day of the schedule meeting.

I have read and understand the Delegation Protocol on the back of this form and acknowledge the information contained on this form, including any attachments, will become public documents and listed on Town Meeting Agendas.

I also understand presentation materials must be submitted with this delegation form and electronic presentations must be emailed to clerks@notl.com no later than 12:00 p.m. on the day of the schedule meeting.

D. Jones on behalf of April Jeffs and David Adames

January 25, 2023

Signature

Date

Presentation Requirements: No ☐ Yes (description) PowerPoint presentation - laptop and projector required

Delegation Protocol Town of Niagara-on-the-Lake

The purpose of the delegation process is to allow residents to make their views known to Council. Council values and welcomes input, comments, and constructive suggestions. Since Council generally has to consider a large number of issues and concerns at any given time, the following protocol is observed:

- 1) When called upon by the Chair of the COTW meeting, or the Lord Mayor at Council meetings, the delegation representative shall proceed immediately to the podium at the front of the Council Chambers.
- 2) Remarks should be brief and to a maximum length of 10 minutes. Comments, when stated in a clear, concise and factual manner, are very much appreciated.
- 3) To reduce the possibility of any misunderstanding, and to facilitate necessary follow-up, the Clerk requires a written copy of the presentation.
- 4) Discussion on topics other than the subject matter of the delegation request will not be permitted.
- 5) Subsequent delegations on the same topic, without significant new information, will not be permitted.
- 6) It is considered proper protocol and simply good manners not to ridicule or berate other individuals. Remarks or questions concerning the character or performance of named individuals or groups shall be immediately ruled out of order. (The Chair reserves the right to immediately end the delegation if the remarks are considered severe). A subsequent offence during the same presentation will result in the representative forfeiting his/her right to speak. Any future offences at a subsequent meeting by the same individual will result in forfeiture of his/her right to speak for a period of time to be determined by Council, dependent upon the seriousness of the offence. Refusal of the individual to respect the ruling of the Chair will result in the meeting being immediately adjourned until the individual can be removed from the Council Chambers.
- 7) Upon completion of his/her remarks, the representative should remain in position to allow for possible questions from Council members. Council members may ask questions for clarification purposes only.
- 8) After completion of questions, the representative will be asked to return to his/her seat in the public gallery.
- 9) Members of the public are reminded to refrain from making audible comments or noise (i.e. applause) while in the public gallery.

**REQUEST TO APPEAR AS A DELEGATE****TOWN OF NIAGARA-ON-THE-LAKE**

(PLEASE PRINT CLEARLY OR TYPE ON THIS FORM)

Name: <u>Paul Chapman</u>	E-mail: <u>Chapman6467@yahoo.ca</u>
Street: <u>4 Mississauga Rd</u>	Box # / RR #: _____ Phone #: <u>905-937-7170</u>
City: <u>St Catharines</u>	Postal Code: <u>L2N 3K2</u> Fax #: _____

- ☒ (☒) **Non Agenda Delegation** - a presentation which addresses topics that do not appear on the Council or COTW Agenda and for which no report has been prepared for Council by Staff must be submitted no later than 12 p.m. on the Thursday prior to the COTW or Council Meeting
- ☐ (☐) **Agenda Delegation** - a presentation which specifically addresses a COTW or Council Agenda item.

☒ (☒) **I have never spoken on this issue before and the key points of my presentation are as follows:**

- ① the sign is in accordance with the Dock Area Secondary Plan
- ② the draft sign has been reviewed by Town & Museum Staff
- ③ the Niagara Division of the Canadian Railroad Historical Ass'n has significant experience working with municipalities
- ④ we are a Niagara group to preserve railroad history

If an applicant wishes to address an issue they have previously spoken to as COTW or Council, they will only be permitted to do so if they bring forward significant new information. Specific details on how this information is new must be identified below and is subject to approval by the Town Clerk. Council will be advised if significant new information has not been provided.

☐ (☒) **I have spoken on this issue before, and the specific new information I wish Council to review is as follows:** (attach a separate page(s) if necessary)

I wish to appear before Council on _____

(Meeting time is 6:00 p.m. unless otherwise noted)

DATE

Note: Your request must be made no later than 12:00 p.m. on the day of the schedule meeting.

I wish to appear before Committee of the Whole on _____

March 21, 2023

(Meeting time is 6:00 p.m. unless otherwise noted)

DATE

☐ Community & Development Services ☐ Corporate Services ☐ Operations-Parks & Recreation/Public Works

Note: Your request must be made no later than 12:00 p.m. on the day of the schedule meeting.

I have read and understand the Delegation Protocol on the back of this form and acknowledge the information contained on this form, including any attachments, will become public documents and listed on Town Meeting Agendas.

I also understand presentation materials must be submitted with this delegation form and electronic presentations must be emailed to clerks@notl.com no later than 12:00 p.m. on the day of the schedule meeting.

Paul Chapman
Signature

Feb 20, 2023
Date

Presentation Requirements: No ☒ Yes (description) Power Point



Town of Niagara-on-the-Lake

1593 Four Mile Creek Road
P.O. Box 100, Virgil, ON L0S 1T0
905-468-3266 www.notl.com

REPORT #: FES-23-002

COMMITTEE DATE: 2023-04-11

DUE IN COUNCIL: 2023-04-25

REPORT TO: COTW-General

SUBJECT: FARM 911 – The Emily Project

1. RECOMMENDATION

It is respectfully recommended that:

- 1.1 Council accepts this report as information; and
- 1.2 That Council directs Staff not to pursue the Farm 911 – Emily Project.

2. EXECUTIVE SUMMARY

- The Farm 911 – Emily Project was discussed and presented to the Agriculture Committee at two meetings in 2021.
- Fire Chief Ruller discussed the project and the current location identification technology with the Committee on February 4, 2021.
- A report containing recommendations was brought to the Committee on November 16, 2021, by the Director of Community and Development Services.
- It was moved that the recommendations within that report be brought forward to Council for approval.
- The minutes from that committee meeting were presented to Council in an Information Report. The recommendations were received as information only, and no approval or direction was provided to Staff.
- At this time, the Niagara-on-the-Lake Fire & Emergency Services believes the current methods for determining a person's location in a rural area are effective, and the Emily Project does not need to be implemented within Niagara-on-the-Lake.
- Currently, if a person is lost or in an emergency in a rural area and does not know their location, the software program '**what3words**' can be used to locate an individual within 3 meters (10 feet) of their location.
- Staff, therefore, recommend that the Town not pursue the Farm 911 – Emily Project.

3. PURPOSE

This report aims to clarify the outstanding issue concerning the recommendations from the Agriculture Committee and seek direction from Council regarding whether to proceed with the Farm911 – Emily Project.

4. BACKGROUND

The Farm 911 - Emily Project – was born as a result of the tragic death of Emily Trudeau. Specific details concerning Emily's story and background to the project may be found through the following link (www.farm911.ca). The project aims to identify all lands currently not provided with

an address marker and the ability to have one, which, in turn, could assist local emergency services in locating a person in distress sooner.

On February 4, 2021, the Agricultural Committee received a verbal presentation from Fire Chief Ruller regarding the ability of emergency personnel to identify the location of 911 calls. Chief Ruller informed the Committee of the capabilities of the current person's location identification infrastructure and the Next Generation 911 system scheduled for introduction in 2024. Additionally, he noted the department's concern regarding the effectiveness of signing large parcels with multiple frontages. Following the presentation, the Agricultural Committee approved the following motion:

'That Council direct staff to investigate how to best address the need for parcel identification on farm parcels within the municipality and that a staff report regarding such be brought back to the Agricultural Committee for consideration.'

Council approved the Committee recommendation on February 22, 2021.

On November 16, 2021, Director Lamour provided the Agriculture Committee with Staff Report No. AC-02-21 (**Appendix I**), which spoke to the recommendations previously approved. The report outlined the steps and costs of introducing the project to Niagara-on-the-Lake. In support of the Agriculture Committee's request, a permit process was recommended to be established to document ownership, location of lands, desired location of signage and associated fees. Minutes from that meeting are attached to this report (**Appendix II**). To summarize, it was moved by the Committee that the recommendations within the report be approved as follows;

'1.1 The Agricultural Advisory Committee recommend Council approve the implementation of the FARM911 Municipal Addressing - Emily Project: and

1.2 The Agricultural Advisory Committee recommend to Council that Staff be directed to establish a permit system enabling property owners to apply for FARM911 signage.'

The meeting minutes from the Committee meeting were presented within the November 18, 2021, Information Package, item #7. The Information Package's contents are available at the following link: [Table Of Contents \(notl.com\)](#). Council received the contents of the information package on November 22, 2021, available through the following link: [Council Meeting Agenda, November 22nd, 2021 \(notl.com\)](#). The recommendations from the Agricultural Committee minutes were not brought forward to be addressed. To this day, Council direction on the recommendations remains outstanding.

5. DISCUSSION / ANALYSIS

Niagara-on-the-Lake Town Staff has identified that approximately 240 parcels of land remain without an address.

While the Agricultural Committee put forward a recommendation that the Council approves the implementation of the FARM911 Municipal addressing project and that a permitting system is established for property owners to apply for FARM 911 signage, the Town's Fire & Emergency Services Department believes that the current methods in place to assist in identifying a person's

location are adequate and efficient should a person's location need to be identified in a rural setting during an emergency.

Currently, if a person is lost or suffering from an emergency in a rural area and does not know their location, through the use of the '**what3words**' software program, a fire communicator working within a dispatch centre would be able to assist in locating an individual to within 3 meters (10 feet) of their identified location. This information is then relayed to the responding emergency services (fire, police, and emergency medical service) through mobile data terminals available in emergency vehicles. This technology has been available for several years now. It has been previously used by the Niagara-on-the-Lake Fire & Emergency services to locate a person within the Niagara Escarpment. The 'what3words' software program is available to anyone who calls 911 from their cell phone and can accept text messages with access to the internet on their phone. While downloading the 'what3words' app will assist a person lost and needing assistance, it is not required to be located as a communicator can send a link to the person who called 911 to assist in finding them. Additionally, a fire communicator can assist in identifying a person's location by utilizing cell phone tower triangulation technology.

With the introduction of New Generation 911 (NG911) - a service mandated to be in place by the province in 2025 - a person in distress can also send video and pictures to a communicator. This service will further assist in locating someone should they be lost or need help identifying their location.

6. STRATEGIC PLAN

The content of this report supports the following Strategic Plan initiatives:

Pillar(s)

3. Create a Culture of Customer Service Excellence

Objective(s)

3.3 Use technology to improve levels of service

Tactic(s)

3.3 a) Determine what services could be put online to enable easier access for customers

7. OPTIONS

- 7.1 **Option 1:** Council accepts that the current methods to identify an individual within the rural area are sufficient and directs Staff not to implement the FARM 911 - Emily project. (**Recommended**)
- 7.2 **Option 2:** Council approves the implementation of the FARM911 - Emily Project: and directs Staff to establish a permit system enabling property owners to apply for FARM911 signage. (*Not Recommended*)

8. FINANCIAL IMPLICATIONS

As outlined in the report submitted to the Agricultural Committee on November 16, 2021, this program was anticipated to cost the Town approximately \$125.00 per sign. However, this cost could be subject to cost recovery should a parcel owner want to install a sign.

Should Council recommend implementing the FARM 911 project, a comprehensive review ensuring all costs are appropriately identified will need to be completed, as the last review was completed nearly two years ago.

9. ENVIRONMENTAL IMPLICATIONS

There are no expected environmental implications as part of this project.

10. COMMUNICATIONS

Should Council recommend implementing the FARM 911 project, a communication plan will need to be established for the proper roll-out of the program.

11. CONCLUSION

In conclusion, the Niagara-on-the-Lake Fire & Emergency Services Department believes the current methods to locate an individual in a rural area with no address or to locate someone unfamiliar with their location's address can be identified without the assistance of additional address signs.

12. PREVIOUS REPORTS

- **AC-01-2021** FARM911 Municipal Addressing - Emily Project

13. APPENDICES

- **Appendix I** – AC-01-2021 - FARM911 Municipal Addressing - Emily Project
- **Appendix II** – Agricultural Committee Meeting Minutes – November 16, 2021

Respectfully submitted:

Prepared by:



Jay Plato
Fire Chief & CEMC, Fire & Emergency Services

Submitted by:



Marnie Cluckie, MS.LOD, B.ARCH, B.ES, PCC
Chief Administrative Officer



The Town of Niagara-On-The-Lake

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

1593 Four Mile Creek Road
P.O. Box 190
Virgil, Ontario
L0S 1T0

Report: AC-01-2021

Committee Date: November 16, 2021

Report To: Agricultural Advisory Committee of Council
Subject: FARM911 Municipal Addressing - Emily Project

1. RECOMMENDATION

It is respectfully recommended that;

- 1.1 The Agricultural Advisory Committee recommend Council approve the implementation of the FARM911 Municipal Addressing - Emily Project: and
- 1.2 The Agricultural Advisory Committee recommend to Council that Staff be directed to establish a permit system enabling property owners to apply for FARM911 signage.

2. PURPOSE / PROPOSAL

The purpose of this report is to afford the Agricultural Advisory Committee an opportunity to consider implementation of the Emily Project to facilitate the installation of signage on rural farm lands that are not currently assigned civic addressing to assist with emergency service response.

3. BACKGROUND

The FARM911 Municipal Addressing project is inspired by the tragic death of Emily Trudeau. Details concerning Emily's story and background to the project may be found at, www.farm911.ca The website informs that,

Objectives of the program include:

- Create a unified system for acquiring 911 signs across all municipalities
- persuade municipalities to offer the signs as a service to their community
- encourage rural landowners to use the service

- establish a partnership with local agri-businesses who support the program
- develop resources to teach property owners how to contact emergency services efficiently
- promote the program through digital, print and social media

On February 4, 2021, the Agricultural Advisory Committee received a verbal presentation from Fire Chief Nick Ruller concerning the ability of emergency services to properly identify the location of 911 calls. Chief Ruller informed of the capabilities of the current infrastructure as well as the next generation system scheduled for introduction in 2024 and noted concern regarding the effectiveness of signing large parcels with multiple frontages.

The Committee approved the following motion,

That Council direct staff to investigate how to best address the need for parcel identification on farm parcels within the municipality and that a staff report regarding such be brought back to the Agricultural Committee for consideration.

Council approved the Committee recommendation on February 22, 2021.

4. DISCUSSION / ANALYSIS

In review of Municipal Property Assessment Corporation information, Staff have identified the existence of 242 vacant and unaddressed parcels of land located in the rural area that would have the potential for FARM911 signage.

A number of Niagara municipalities have already implemented the program with a permit process and varying fee requirements:

Grimsby	\$ 60.00
Pelham	\$100.00
Port Colborne	\$115.00
Wainfleet	\$140.00
West Lincoln	\$125.00

The Town's current 911 sign program was implemented in the early 2000s for the purpose of installing the white-on-green civic address signs at the entrance of properties occupied by buildings. The approximate cost for the administration and installation of each sign is \$125.00.

In support of the Committee's request for the implementation of FARM911 signage, it is recommended that a specific permit process be established to document ownership, location of lands, desired location of signage and associated fees.

5. STRATEGIC PLAN

Not applicable

6. OPTIONS

If the FARM911 signage program is not implemented, calls for emergency response will be accommodated through the established system.

7. FINANCIAL IMPLICATIONS

Costs associated with the establishment of the permit process are anticipated to be minimal and can be accommodated within the Operating Budget. Costs related to the location and erection of signs are to be borne by the landowner.

8. COMMUNICATIONS

If Council approved implementation of the program, Staff will provide media releases to news outlets and promote the program through social media and the Town's website.

9. CONCLUSION

The installation of FARM911 signage provides an additional mechanism to assist with emergency service response to vacant rural properties. The implementation of the program will require Council direction on the establishment of a permit process and associated fees.

Respectfully submitted,

**Craig Larmour, MCIP, RPP
Director of Community
& Development Services**

ATTACHMENTS

First Capital of Upper Canada - 1792



AGRICULTURAL COMMITTEE MEETING MINUTES

Tuesday November 16, 2021

03:00 PM

PRESENT:

Kai Wiens (Chair), Councillors Sandra O'Connor, Erwin Wiens and Members; John Fedorkow, John Thwaites, Chris Van de Laar, Albrecht Seeger, Kathryn Hoshkiw

REGRETS:

George Lepp

STAFF:

Craig Larmour - Director Community and Development Services
Tara Druzina - Administrative Assistant

OTHERS:

Lord Mayor Disero

To promote physical distancing, this meeting was conducted electronically and livestreamed on the Town's web-site.

1. Call to Order

The Chair called the meeting to order at 3:00 p.m.

2. Adoption of Agenda

Moved by Chris Van de Laar that the agenda be adopted as presented.

APPROVED.

3. Conflict of Interest

There were none.

4. Previous Minutes

The March 25, 2021 were received.

5. Presentations

There were none.

6. Announcements

There were none.

7. Correspondence

There was none.

8. Business

8.1 AC-01-2021 - FARM911 Municipal Addressing - Emily Project

Craig Larmour presented a brief history of the project over the past two years and summarized the staff report for the Committee.

General discussion ensued.

Moved by John Fedorkow that the recommendations contained in AC-01-2021 - FARM911 Municipal Addressing - Emily Project be approved as follows;

- 1.1 The Agricultural Advisory Committee recommend Council approve the implementation of the FARM911 Municipal Addressing - Emily Project: and
- 1.2 The Agricultural Advisory Committee recommend to Council that Staff be directed to establish a permit system enabling property owners to apply for FARM911 signage.

APPROVED.

9. New Business

9.1 OFCA Conference

The Chair explained that the OFCA Conference will be held in February 2022 and the Right to Farm Legislation will be discussed. It was recommended that the Committee members encourage all growers to participate in the educational opportunity.

10. Next Meeting Date

To be announced.

11. Adjournment

The meeting was adjourned my unanimous consideration at 3:15 pm.

ADJOURNMENT:



Town of Niagara-on-the-Lake

1593 Four Mile Creek Road
P.O. Box 100, Virgil, ON L0S 1T0
905-468-3266 www.notl.com

REPORT #: CAO-23-036 **COMMITTEE DATE:** 2022-11-01
DUE IN COUNCIL: 2022-12-12
REPORT TO: COTW-General
SUBJECT: Shared Services Initiatives in Niagara Region Update (March 2023)

1. RECOMMENDATION

It is respectfully recommended that:

- 1.1 Council receives Report No. CAO-23-036 for information;
- 1.2 Council directs the Chief Administrative Officer to continue to review opportunities for Shared Services within the Niagara Region; and
- 1.3 Council directs Staff to include Shared Services as a priority for consideration in the Town's 2022-2026 Strategic Plan.

2. EXECUTIVE SUMMARY

- This report aims to provide Council with an update on the exploration and implementation of shared services among the Local Area Municipalities and the Regional Municipality of Niagara (Niagara Region).
- Niagara Region and Local Area Municipalities (LAMs) have implemented numerous shared services, ranging in scope and scale.
- The CAO Working Group has endorsed a short list of existing shared services that have the potential for expansion and a list of new initiatives for further consideration (**Appendix II**).
- Savings, cost avoidance, efficiencies and service improvement information tracking will be a focus for the shared services program in 2023 and will form part of subsequent updates to Council.

3. PURPOSE

The purpose of this report is to provide Council with an update related to shared services initiatives by Niagara-on-the-Lake, other local area municipalities and Niagara Region. Regional municipalities have investigated and implemented several shared services and continue seeking additional opportunities.

4. BACKGROUND

The Chief Administrative Officer (CAO) Working Group has reviewed opportunities for shared services and endorsed a short list of existing shared services (that could be scaled up) and a list of net-new initiatives for further consideration.

On February 15, 2023, Regional Staff presented Report CAO 2-2023 (**Appendix I**) to Corporate Services Committee. Report CAO 2-2023 was received for information at the Regional Council meeting on Thursday, February 23, 2023.

5. DISCUSSION / ANALYSIS

Shared services opportunities can be summarized within the following four categories:

1. Service Migration;
2. Shared and Joint Services;
3. Coordination of Service; and
4. Communities of Practice.

Details on each category can be found in **Appendix I** of this report. Some examples of shared services initiatives the Town of Niagara-on-the-Lake has participated in thus far are included below.

1. Service Migration

Integrated Transit (service efficiencies and improved customer service)

Niagara's new consolidated transit system was launched on January 1, 2023. Former local municipal transit has been integrated into a single organization that operates public transit across the region. The new Niagara Region Transit facilitates better access to jobs and services in Niagara, opening up new options for residents in neighbouring municipalities and new business markets. In addition, it provides residents with more sustainable and environmentally-friendly public transit options that help the local environment by reducing traffic congestion and greenhouse gas emissions. Service levels continue to evolve through the transition.

2. Shared and Joint Services

Coordinated Chief Building Officer (CBO) (cost savings, cost avoidance, service efficiencies and improved customer service)

In September 2021, Niagara Region facilitated a kickoff meeting with CAOs and Building Officials to discuss the feasibility of centralizing a CBO function for interested municipalities with local deputies to conduct building inspections. The objective was to address recruitment challenges for the specialized CBO position, maximize opportunities for resources and workflow, improve access to qualified inspectors, and provide access to resources. Most recently, area CBOs have created an inventory of current resources and staffing levels dedicated to individual municipalities. Advice has been sought from legal and subject matter experts to assess the governance models that can be pursued under the *Building Code Act* and *Municipal Act* and to determine business model options that would support equal or improved customer service levels. In September 2022, regional CAOs, including Niagara-on-the-Lake, endorsed moving forward with the preliminary work on this initiative.

3. Communities of Practice

Communities of practice have been established across a number of service areas, including, but not limited to, Clerks, Public Works, Economic Development, Finance,

Asset Management, Communications, HR, Diversity, Equity and Inclusion, and Climate Change. These groups allow participants to share information, leverage resources for enhanced efficiencies, and discuss innovation and continuous improvement opportunities.

In addition to implementing the above-mentioned shared services, the CAO Working Group has created a list of existing shared services that could be expanded to include other LAMs and a list of new initiatives for further consideration (**Appendix II**).

Some examples of possible new initiatives that are listed in **Appendix II** for the Town to explore with Niagara Region and other LAMs include, but are not limited to: *Joint Insurance, Shared Internal Audit Services, Shared Yards, Climate Change resources, Alignment of HR Policies and Practices, Social Procurement Policies, Roads Service Delivery, and Water/Wastewater Services*.

Additionally, recently a working group of CAOs was formed to explore opportunities related to *Physician Recruitment*. While this hadn't yet been added to the list of shared services opportunities when Niagara Region last updated Regional Council, it has since been identified as another opportunity.

The shared services opportunities list is a dynamic document that regularly evolves.

6. STRATEGIC PLAN

The content of this report supports the following Strategic Plan initiatives:

Pillar(s)

3. Create a Culture of Customer Service Excellence

Objective(s)

3.1 Define, support and acknowledge customer service excellence

7. OPTIONS

7.1 **Option 1:** That Council accepts the recommendations of this report and directs the CAO and Staff to continue to review opportunities for Shared Services within the Niagara Region and to include Shared Services as a priority for consideration in the Town's 2022-2026 Strategic Plan. (**Recommended**)

7.2 **Option 2:** That Council does not accept the recommendations of this report to continue to pursue opportunities for Shared Services within the Niagara Region nor include Shared Services as a priority for consideration in the Town's 2022-2026 Strategic Plan. (*Not Recommended*)

8. FINANCIAL IMPLICATIONS

Costs associated with executing any new shared service initiatives recommended by the CAO Working Group would be the subject of subsequent reports to the applicable Councils.

Niagara Region's pre-budget advocacy to the Province includes a request that the Ministry of Municipal Affairs and Housing reintroduce and expand the Municipal Modernization Program to apply to regional governments and two-tier shared services.

Town Staff continue to monitor grant opportunities as a possible offset for the investigation and execution of shared services initiatives related to the Town of Niagara-on-the-Lake.

9. ENVIRONMENTAL IMPLICATIONS

There are no environmental implications of this report.

10. COMMUNICATIONS

The Town CAO and Staff will continue communicating with other LAMs and the Niagara Region about shared service opportunities.

11. CONCLUSION

To support the expansion of existing shared services and to help facilitate the launch of smaller-scale opportunities, Niagara Region, in partnership with the LAM CAOs, will be recruiting a joint project manager in Q2 2023. This role will provide the CAO Working Group with support to develop, evaluate and prioritize shared services opportunities.

Region-wide shared services, such as full or partial road service delivery and a single-tier approach for water/wastewater services, require greater capacity and resources to move forward. To ensure such opportunities are realized, 2023 advocacy initiatives may include requesting the Province reintroduce the Municipal Modernization Program with a renewed focus on two-tier shared services.

Regular updates concerning shared services will be provided to Town Council, including reporting on savings, cost avoidance, efficiencies and service improvements achieved.

12. PREVIOUS REPORTS

- N/A

13. APPENDICES

- **Appendix I** – Regional Report CAO-2-2023 – Update on Shared Services Initiatives
- **Appendix II** – Shared Service Opportunities Short List

Respectfully submitted:

Submitted by:



Marnie Cluckie, MS.LOD, B.ARCH, B.ES, PCC
Chief Administrative Officer

Subject: Update on Shared Services Initiatives

Report to: Corporate Services Committee

Report date: Wednesday, February 15, 2023

Recommendations

1. That Report CAO 2-2023 **BE RECEIVED** for information.

Key Facts

- The purpose of this report is to provide Council with an update on the exploration and implementation of shared services among the local area municipalities (LAMs) and the Region.
- Following the last update report (CAO 2-2021), the Region and LAMs have implemented a number of shared services ranging in both scope and scale.
- The CAO Working Group has endorsed a short list of existing shared services that have the potential to be scaled-up, as well as a list of net-new initiatives for further consideration (Appendix 1).
- While savings, cost avoidance, and service improvements can be summarized anecdotally, this information is not being tracked or collected with intention. This is a focus for the program in 2023 and will form part of subsequent updates to Council.

Financial Considerations

Staff continue to monitor grant opportunities as a possible offset for the exploration and execution of shared services initiatives. The Region's pre-budget advocacy to the province includes a request that the Ministry of Municipal Affairs and Housing reintroduce and expand the Municipal Modernization Program so that it applies to Regional governments and two-tier shared services.

Costs associated with executing any new shared service initiatives recommended by the CAO Working Group would be the subject of subsequent reports to Council.

Analysis

Shared services run along a spectrum with varying levels of formalization and oversight. Opportunities can be summarized within the following four categories:

1. Service Migration;
2. Shared and Joint Services;
3. Coordination of Service; and
4. Communities of Practice.

Following the last update report (CAO 2-2021), the Region and LAMs have implemented initiatives under each of the four categories. Examples include:

1. Service Migration

a) Integrated Transit (service efficiencies, and improved customer service)

A new consolidated transit system for Niagara was launched on January 1, 2023. Former local municipal transit operated by Niagara Region, Niagara Falls, St. Catharines, Welland, and Fort Erie has been integrated into a single organization that operates public transit across the region.

The new Niagara Region Transit facilitates better access to jobs and services in Niagara, opening up new options for residents in neighbouring municipalities, and new markets for businesses. In addition, it provides residents with more sustainable and environmentally-friendly public transit options that help the local environment by reducing traffic congestion and greenhouse gas emissions.

Niagara Region Transit has a shared services relationship with the Region to provide a number of administrative and back office services. Service levels continue to evolve through transition.

2. Shared and Joint Services

a) Leveraging the Region's PeopleSoft System with the Region Becoming a Service Provider of Enterprise Resource Planning (ERP) Systems and Supports (cost savings, cost avoidance, service efficiencies)

A number of LAMs have financial systems that have exceeded their lifespans and are due or must be replaced. In June 2022, Council endorsed a staff proposal to enter into discussions with the City of St. Catharines to establish an implementation work plan, project agreement, and a shared service agreement for Niagara Region to become St. Catharines' financial ERP system and support provider. This work is underway and is projected to launch in 2024.

- b) Coordinated Chief Building Officer (CBO) (cost savings, cost avoidance, service efficiencies and improved customer service)

In September 2021, the Region facilitated a kickoff meeting with LAM CAOs and Building Officials to discuss the feasibility of centralizing a CBO function for interested municipalities with local deputies to carry out building inspections. The objective was to address recruitment challenges for the specialized CBO position, to maximize opportunities for resources and workflow, to improve access to qualified inspectors, and to provide access to resources for surge capacity.

Most recently, area CBOs have created an inventory of current resources and staffing levels dedicated to individual municipalities. Advice has been sought from legal and subject matter experts to assess the governance models that can be pursued in accordance with the *Building Code Act* and *Municipal Act* and to determine business model options that would support equal or improved customer service levels. In September 2022, regional CAOs endorsed moving forward with this preliminary work.

- c) Shared Fire Service Pilot (cost savings, cost avoidance, service efficiencies)

On October 1, 2021, Grimsby and Lincoln entered into a shared fire service pilot establishing the Niagara West Fire & Emergency Services to serve the two neighbouring communities. A single fire department was created and a Joint Advisory Committee consisting of members of Council from both municipalities was established to oversee and provide governance to the service area. A Fire Master Plan was carried out through a third party.

The pilot received national recognition in 2022 when it was presented with the CAMA Collaboration Award of Excellence from the Canadian Association of Municipal Administrators (CAMA).

Based on the success of the pilot and pending Council approval, full implementation is expected in 2023.

- d) Library Services (cost savings, cost avoidance, service efficiencies and improved customer service)

In April, 2022, Lincoln and Pelham merged their library systems. Building upon the joint Niagara library initiative which supports collective purchasing and reciprocal borrowing agreements, the municipalities now share services, programs and staff. This has improved service delivery through resource sharing, reduced duplication of roles, and enables greater resource allocation to front-line staffing and social programs.

3. Coordination of Service

- a) Animal Care and Control Services (cost savings, service efficiencies)

In 2021, the Towns of Grimsby and Niagara on the Lake released a joint Request for Purchase (RFP) for Animal Care and Control services. By doing so, both LAMs were able to maximize economies of scale and streamline services resulting in 40 per cent savings. Other LAMs have indicated an interest in participating in the coordinated Animal Care and Control service through a piggy-back clause once their existing contracts expire.

- b) Joint Compliance Audit and Electronic Voting (service efficiencies, cost savings)

During the 2022 municipal election, LAMs partnered in a Joint Compliance Audit Committee to share efficiencies and resources to coordinate election compliance efforts. This ensured that participating LAMs received consistent guidance in relation to requirements under the *Municipal Act*.

Additionally, a number of LAMs participated in a joint RFP to procure an electronic voting system. This collaborative process minimized duplication of efforts, increased services at a reduced rate and ensured consistent customer service delivery across the participating municipalities. In total, 33 per cent of LAMs offered online voting. Grimsby experienced the highest usage of online voting, with 74 per cent of ballots being cast through this platform. Just under 50 per cent of the participating voters in

the remaining municipalities utilized the online voting system. Regional Clerk's will be exploring this initiative further in the ramp up to the next municipal election.

4. Communities of Practice

Communities of practice with Regional and LAM staff have been established across a number of service areas including: Clerk's, Public Works, Economic Development, Finance, Asset Management, Communications, HR, Diversity Equity and Inclusion, and Climate Change. These groups allow participants to pool resources, exchange information, participate in mutual problem solving and to discuss opportunities for innovation.

Discussion

In addition to implementing the abovementioned shared services, the CAO Working Group has endorsed a list of existing shared services that have the potential to be scaled to additional LAMs, as well as a list of net-new initiatives for further consideration (Appendix 1).

Next Steps

To support the expansion of existing shared services and to help facilitate the launch of smaller-scale opportunities, the Region in partnership with the LAM CAOs will be recruiting a joint project manager in Q2 2023. This role will provide the CAO Working Group with support to develop, evaluate and prioritize shared services opportunities.

While savings, cost avoidance, and service improvements can be summarized anecdotally, this information is not being tracked or collected with intention. This is a focus for the program in 2023 and will form part of subsequent updates to Council.

Region-wide shared services, such as full or partial road service delivery and a single-tier approach for water/wastewater services require greater capacity and resources to move forward. To ensure such opportunities are realized, Regional 2023 advocacy initiatives will include a request that the Province reintroduce the Municipal Modernization Program with a renewed focus on two-tier shared services.

Other Pertinent Reports

- [CAO 2-2021 Update on the Exploration of Shared Services by the CAO Working Group](#)
- [CSD 55-2020 Sustainability Review Final Report](#)

Prepared by:

Rachael Ball-Condron
Government Relations Specialist

Recommended by:

Natalie Early
Director, Corporate Strategy and Innovation

Submitted by:

Ron Tripp, P. Eng
Chief Administrative Officer

This report was prepared in consultation with the CAO Working Group and Todd Harrison, the Commissioner of Corporate Services.

Appendices

Appendix 1 – Shared Service Opportunities Short List

Niagara Regional and Local Area Municipalities Shared Service Options | Short List

Service	Shared Services Model	Quantitative Benefits	Complexity of Execution	Impact	Expression of Interest
ONGOING OPPORTUNITIES					
SERVICE MIGRATION					
Shared Fire Services	Scale Up Scale up Grimsby-Lincoln model to other LAMs Note: Establishing a Regional Fire Service is noted below in net new opportunities	Scale Up/Est. Shared Service <ul style="list-style-type: none"> ○ Preservation of volunteer service model ○ Reduced duplication of efforts and streamlined service delivery ○ Effective placement of future assets (i.e. fire stations/equipment) ○ Improved emergency response time and emergency preparedness planning 	MED	HIGH	
INITIATING SHARED AND JOINT SERVICES					
Shared Financial Systems	Regional PeopleSoft system becomes a service provider of Enterprise Resource Planning and support Note: The coordinaton of services section below identifies a joint RFP for financial services initiated by West Lincoln, Thorold and Port Colborne as a solution for smaller municipalities	<ul style="list-style-type: none"> ○ Improved awareness and transparency of financial information ○ Ability to implement improved financial controls reducing risk exposure and addressing audit findings ○ Modern system eliminates various manual tasks enabling LAMs to focus on multi-year budgeting, managing and tracking the impacts of program changes, and identifying opportunities for improvements ○ Cost savings as LAMs will benefit from the Region's experience in implementation and supporting the system 	HIGH	HIGH	St. Catharines Niagara Falls
Coordinated Chief Building Officer (CBO) Approach	Centralization of a CBO function with local deputies identified to carry out building inspections	<ul style="list-style-type: none"> ○ Alleviate recruitment challenges for specialized CBO position ○ Maximize resources and workflow efficiency, scalability and flexibility ○ Improved access to qualified inspectors ○ Access to resources for surge capacity 	MED	HIGH	St. Catharines, Welland, West Lincoln, Pelham, NOTL, Grimsby, Wainfleet, Thorold

Niagara Regional and Local Area Municipalities Shared Service Options | Short List

Service	Shared Services Model	Quantitative Benefits	Complexity of Execution	Impact	Expression of Interest
Legal	Scale up efforts to jointly hire shared in-house solicitors	<ul style="list-style-type: none"> ○ Increased legal services at a reduced shared cost ○ Addresses challenges of LAMs attempting to recruit part time solicitors ○ Builds in-house local experience and institutional memory 	MED	MED	Pelham Wainfleet Fort Erie, NOTL, Thorold
AODA Compliance	Scale up the work of the Joint Accessibility Advisory Committee to advance targeted matters and provide consistent guidance to ensure LAMs are compliant with legislation	<ul style="list-style-type: none"> ○ Regionally consistent accessibility standards ○ Maximizes economies of scale and relieves LAM resourcing constraints for those that have non-expert staff addressing AODA requirements ○ Consistent accessible customer experience for residents 	LOW	LOW	Thorold Grimsby Lincoln Pelham, NOTL, West Lincoln, Port Colborne, Welland, Wainfleet
Shared Integrity Officer	Scale up existing Shared Integrity Officer	<ul style="list-style-type: none"> ○ Collaborative RFP process to reduce duplication of efforts ○ Increased services at a reduced shared cost 	LOW	LOW	Lincoln, West Lincoln, NOTL, Thorold, Wainfleet
COORDINATION OF SERVICES					
Library Services	Scale up Lincoln and Pelham's library operations merger	<ul style="list-style-type: none"> ○ Builds upon joint Niagara library initiatives that support collective purchasing and reciprocal borrowing agreements ○ Reduced duplication of roles and administrative costs allowing for greater investment in front-line staffing and social programming ○ Improved service delivery through resource sharing 	HIGH	HIGH	
Further Procurement Coordination	Establish a regional MOU on joint procurement. Options could also include the establishment of a Regional Procurement Office	<ul style="list-style-type: none"> ○ Establish a region-wide Vendor Of Record ○ Reduced duplication of efforts through coordinated RFPs ○ Streamlined and consistent service delivery between LAMs ○ Bulk purchasing discounts 	MED	MED	Thorold, Pelham, Port Colborne, Wainfleet, Welland NOTL, West Lincoln,

Niagara Regional and Local Area Municipalities Shared Service Options | Short List

Service	Shared Services Model	Quantitative Benefits	Complexity of Execution	Impact	Expression of Interest
					Grimsby, St Catharines
Master Animal Control Agreement	Scale up NOTL and Grimsby's joint Animal Care and Control Service	<ul style="list-style-type: none"> ○ Reduced duplication and streamlined service ○ Improved customer service levels ○ Maximizes economies of scale 	LOW	LOW	Grimsby NOTL, Pelham, Thorold, Fort Erie, Lincoln, Wainfleet
Financial and Enterprise Resource Planning Support	Joint RFP released by West Lincoln, Thorold and Port Colborne for financial software (Diamond). Also established a community of practice	<ul style="list-style-type: none"> ○ Reduced duplication and streamlined service ○ Maximizes economies of scale ○ Improved customer service levels 	LOW	MED	NOTL, Grimsby, Wainfleet
CREATING A CENTRE OF EXCELLENCE					
Communities of Practice	Seek additional opportunities to collaborate and share best practice	<ul style="list-style-type: none"> ○ Ensures consistent service levels across the region ○ Enables participants to identify opportunities for innovation 	LOW	LOW	All LAMs
Joint Municipal Electronic Voting	Scale up electronic service used in 2022 for the 2026 municipal election	<ul style="list-style-type: none"> ○ Collaborative RFP process to reduce duplication of efforts ○ Increased services at a reduced shared cost ○ Consistent customer service delivery 	LOW	LOW	Lincoln, West Lincoln, Pelham, Welland, Grimsby, Wainfleet, Thorold
NET NEW OPPORTUNITIES					
SERVICE MIGRATION					
Water/Wastewater (WWW)	Single-tier WWW service with LAM participation via local board or municipal service corporation	<ul style="list-style-type: none"> ○ Improved customer service and consistent service delivery ○ Improved efficiencies and cost savings at interconnections 	HIGH	HIGH	

Niagara Regional and Local Area Municipalities Shared Service Options | Short List

Service	Shared Services Model	Quantitative Benefits	Complexity of Execution	Impact	Expression of Interest
Regional Fire Service	Single-tier fire service with LAM participation via local board or municipal service corporation	<ul style="list-style-type: none">○ Improved customer service and consistent service delivery○ Improved efficiencies and cost savings at interconnections	HIGH	HIGH	
Emergency Mtg. Officer (EMO) and Dispatch	Amalgamation of local emergency dispatch services with linkages to police, fire and EMS	<ul style="list-style-type: none">○ Improved coordination between first responders○ Improved emergency response time○ Greater LAM resource availability staff as would no longer be fulfilling emergency planning○ Maximizes economies of scale	HIGH	HIGH	
Full or Partial Roads Service Delivery	Full Mutual standards regarding roads, bridges and drainage, as well as transportation and transit master planning	Full <ul style="list-style-type: none">○ Streamlined service delivery and consistent maintenance standards○ Reduced duplication of road policy mechanisms○ Holistic approach to addressing transportation infrastructure gaps○ Unified approach to complete streets and active transportation policies Partial <ul style="list-style-type: none">○ Reduced duplication of services○ Consistent maintenance standards for residents in participating LAMs	MED	HIGH	
	Partial Road maintenance agreements with LAMs		LOW	LOW	
INITIATING SHARED AND JOINT SERVICES					
Joint Insurance	Establish market responsive joint and several liability between LAMs	<ul style="list-style-type: none">○ Reduced duplication of efforts○ Consistent response to insurance claims○ Future cost avoidance as insurance continues to rise	MED	MED	
Shared Fire Administration	Introduce a shared Emergency Management Coordinator role and introduce a shared firefighter training model	<ul style="list-style-type: none">○ Reduced duplication of efforts○ Consistent training delivery between LAM first responders○ Maximize economies of scale for LAMs that do not require fulltime Emergency Mtg. Coordinator○ Efficient use of existing training facilities, minimizing future facility investments required	MED	MED	
Shared Facilities (i.e. Yards)	Optimize/share LAM and Regional surplus yard space and facilities	<ul style="list-style-type: none">○ Fully utilize municipal assets○ Potential to share specialized equipment○ Potential for new revenue stream via host facility	LOW	LOW	Pelham, West Lincoln, Welland, NOTL, Thorold
Internal Audit	Joint auditing service shared between LAMs and Region	<ul style="list-style-type: none">○ Group rate for lower costs	LOW	LOW	

Niagara Regional and Local Area Municipalities Shared Service Options | Short List

Service	Shared Services Model	Quantitative Benefits	Complexity of Execution	Impact	Expression of Interest
COORDINATION OF SERVICES					
Climate Change	Consistent climate change action in response to the declared climate emergency signed by the Region and many LAMs	<ul style="list-style-type: none"> Consistent energy security, energy resilience, food security for LAMs Consistent climate change planning and budgeting for climate impacts Consistent approach to development applications through the establishment of region-wide green standards as identified in Region's OP Consistent approach to targets and goals for climate change, such as the development of region-wide greenhouse gas emission targets Leadership on climate change initiatives through the establishment of a working group or community of practice Improved asset lifespan through energy and facility management 	MED	MED	
Information Technology	Coordination of IT security and data management through central delivery	<ul style="list-style-type: none"> Robust protection against cybersecurity threats Coordinated asset management and bulk procurement Enhanced IT staff resources Streamlined customer service by hosting LAM sites on a Regional webpage leading to improved search capabilities Enhanced social media communication via collaborative approach 	LOW	LOW	
CREATING A CENTRE OF EXCELLENCE					
Social Procurement	Procurement policies that prioritize ethical standards, sustainability and social/economic goals	<ul style="list-style-type: none"> LAM and Regional purchases will have positive social, economic, and environmental impacts within the community Enhanced reputation/brand for local government Inspires employees, attracts talent and engenders pride 	HIGH	HIGH	
Crime Prevention Through Environmental Design (CPTED)	In partnership with the NRPS identify opportunities to design and/or modify built environments to support crime prevention	<ul style="list-style-type: none"> Consistent LAM public safety practices and reduced duplication of efforts Opportunity for bulk purchasing (e.g.: new light fixtures, CCTV, etc.) Improved perception of community safety and livability Public safety considered in development, redevelopment, planning projects Enhanced crime prevention investments could reduce future NRPS/social service costs and protect LAM and Regional economic growth 	MED	HIGH	St. Catharines Niagara Falls

Niagara Regional and Local Area Municipalities Shared Service Options | Short List

Service	Shared Services Model	Quantitative Benefits	Complexity of Execution	Impact	Expression of Interest
Human Resources	Further alignment of HR policies and practice	<ul style="list-style-type: none"> ○ Increased quality and size of applicant pools through common salary scales and harmonization of group benefits (union and non-union) ○ Creates a culture of attracting, maintaining and growing talent through shared learning and development training minimizing employee turnover ○ Opportunities for high-potential staff via inter-municipal secondments ○ Reduced costs through joint health, safety and wellness assessments 	LOW	HIGH	



Town of Niagara-on-the-Lake

1593 Four Mile Creek Road
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905-468-3266 www.notl.com

REPORT #: CAO-23-036
COMMITTEE DATE: 2023-03-21
DUE IN COUNCIL: 2023-03-28
REPORT TO: COTW-General
SUBJECT: Appointment of a Member to the Niagara District Airport Commission

1. RECOMMENDATION

It is respectfully recommended that:

- 1.1 Council approves the citizen appointment of Terrance Nord as a Commissioner on the Niagara District Airport Commission representing The Corporation of the Town of Niagara-on-the-Lake (the "Town") for the 2022-2026 Council term; and
- 1.2 Council directs the Lord Mayor and Town Clerk to sign the corresponding By-law related to the appointment of the Committee.

2. EXECUTIVE SUMMARY

This report provides a recommendation regarding a citizen appointment to the Niagara District Airport Commission. At a previous Council meeting, Councillor Erwin Wiens was appointed as the Town-of-Niagara-on-the-Lake Council representative.

3. PURPOSE

The purpose of this report is to advise Town Council of the Nominating Committee recommendations concerning citizen appointments to the Niagara District Airport Commission. Each partner municipality will present their respective appointments concurrently as the Niagara District Airport Commission (NDAC) is eager to commence its term.

4. BACKGROUND

As per the *Municipal Operating Agreement* governing the Niagara District Airport Commission and the Niagara District Airport (NDA) operations, the NDAC comprises nine members representing three municipal partners. This includes three elected municipal Councillors (one from each municipality) and community representatives appointed by each Council as follows:

- three (3) City of St. Catharines,
- two (2) City of Niagara Falls, and
- one (1) Town of Niagara-on-the-Lake.

The Nominating Committee, composed of members of the Airport Liaison Committee (ALC), including the Mayors and Chief Administrative Officers (CAOs) of all three municipalities, was formed to review all applications to create a skills-based Commission to support the operations of the Niagara District Airport. This included individuals with a background in supporting the

strategic growth of the facility, tourism, aviation, human resources/legal, economic development and finance or similar expertise.

5. DISCUSSION / ANALYSIS

The Nominating Committee thoroughly reviewed a total of 32 applications (7 from the Town of Niagara-on-the-Lake). While the Nominating Committee has reviewed and unanimously recommended the group of six individuals, each respective municipality is only responsible for approving the individuals nominated via their specified municipal allotment. Appointments are recommended as follows:

- St. Catharines (3): Trecia McLennon, Mark Steinman, Greg Wight
- Niagara Falls (2): Ann Marie Nitsopoulos, John Ventresca
- Niagara-on-the-Lake (1): Terrance Nord

The applicants recommended for appointment collectively capture skills and abilities covering the fields of finance, leadership, tourism, aviation, economic and business development.

6. STRATEGIC PLAN

The content of this report supports the following Strategic Plan initiatives:

Pillar(s)

1. Protect Distinctive Community Assets

Objective(s)

1.1 Preserve unique community elements

Tactic(s)

1.1 a) Review all existing studies that apply to community asset management and heritage protection, and create a prioritized action plan

Pillar(s)

5. Strengthen 2-way Communications

Objective(s)

5.3 Strengthen communications delivery methods

Tactic(s)

2.3 a) Determine priorities relating to economic development, environmental stewardship, and tourism

7. OPTIONS

- 7.1 **Option 1:** Council approves the recommendations of this report. **(Recommended)**
- 7.2 **Option 2:** Council amends the recommendations of this report. **(Not Recommended)**

8. FINANCIAL IMPLICATIONS

There are no financial implications to this report.

9. ENVIRONMENTAL IMPLICATIONS

There are no environmental implications to this report.

10. COMMUNICATIONS

Recruitment advertisements were placed in three local newspapers. In addition, recruitment information was available on the Town's website, and advertising was done through the Town's social media channels.

Pending approval of this report, the Town will notify the successful applicant, and the Niagara District Airport Commission will immediately connect with the new Commissioners to begin the orientation and onboarding process.

11. CONCLUSION

The Nominating Committee spent significant time evaluating and recommending citizen appointments from each municipality. The Nominating Committee strongly believes the recommended applicants collectively capture the required skill sets. Each candidate provides an area of expertise that will enable the Niagara District Airport Commission to continue to thrive. Therefore, Staff respectfully requests Council's support in approving the recommendations contained in this report.

12. PREVIOUS REPORTS

- Not applicable

13. APPENDICES

- Not applicable

Respectfully submitted:

Prepared by:



**Donna Delvecchio, AOMC
Town Clerk / Manager of Legislative
Services**

Submitted by:



**Marnie Cluckie, MS.LOD, B.ARCH, B.ES
Chief Administrative Officer**

The Corporation of the Town of Niagara-on-the-Lake Information Report to Council

SUBJECT: OnDemand Transit Metrics for December 2022 and Future Reporting
DATE: 2023-03-21
REPORT #: OPS-23-018
PREPARED BY: Mike Komljenovic
DEPARTMENT: Operations

BACKGROUND INFORMATION

This report aims to inform Council of the NRT OnDemand Service metrics for the Town of Niagara-on-the-Lake during December 2022 and provide further information on the launch of Niagara Region Transit and future metrics reporting.

NRT OnDemand is a ride-sharing option that uses smartphone technology and dedicated vehicles to provide trips within the service boundaries. It doesn't operate on a fixed route like conventional transit services. Instead, it lets riders request trips in real-time through the mobile application or over the phone by selecting a pickup point and destination.

NRT OnDemand Service Metrics for Niagara-on-the-Lake, as of December 31, 2022, is shown in **Appendix I**. In December 2022, 2,260 rides were made within the municipality, bringing the total number of rides to 23,212 since the service first launched.

December 2022 was the second-highest recorded month of rides since the service began and the fourteenth full month of operation of expanded service to include the entire municipality.

The Average Wait Time noted for those requesting a ride was 13.79 minutes which is in line with recent average wait times.

94.4% of users who have provided a trip rating for the month have given a 5 out of 5 service rating.

87% of users use the mobile application as the booking method, while 13% use an agent. 92% of users use the On-Demand service for booking type, while 8% use the pre-booking service.

Attached as **Appendix II** are statistics provided by Niagara Region for West Niagara as of December 31, 2022.

Niagara Region Transit

On January 1, 2023, the Niagara Transit Commission (NTC) launched a new consolidated transit system in Niagara called Niagara Region Transit. The Niagara Transit Commission is responsible for all of Niagara's specialized, conventional, and on-demand transit services.

Niagara Region Transit is the result of an effort from Niagara Region and the 12 local area municipalities (LAMs) to connect all of Niagara by combining the existing transit systems into one transit operator.

The new Niagara Region Transit system will facilitate better access to jobs and services across Niagara Region and will allow the transit system to prepare Niagara for the future by being able to scale up to meet the needs of the growing population and job market and support the expansion and connectivity of GO Transit service to the Region.

Existing OnDemand transit services to the residents of Niagara-on-the-Lake have not been impacted by the launch of the Niagara Transit Commission and the subsequent consolidation of transit services under a single regional transit system.

NEXT STEP / CONCLUSION

With the formation of the Niagara Transit Commission and consolidation of the Town's transit system within the Niagara Region Transit umbrella, the Town has been advised that December 2022 will be the last of the distributions of NRT On Demand metrics issued by the Region.

When the new NTC Board is established in 2023, a new ridership reporting system will be developed and shared. In the interim, questions can be directed to the NTC Board representative for the municipality, or www.nrtransit.ca can be visited for more information.

ATTACHMENTS

- **Appendix I** – NOTL NRT OnDemand Service Metrics – Year 3 - 2022-12-31
- **Appendix II** – NRT OnDemand Dashboard - Year 3 - 2022-12-31

Overall NRT OnDemand Service Metrics - Year 3

Niagara-on-the-Lake
Origin and/or Destination Municipality

December-31-22
Data as of

Year 3 Start Date - September 1, 2022

Number of Rides

8,988

Number of Trips

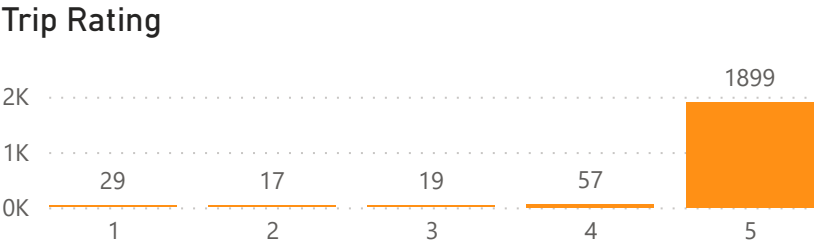
8,047

WAV Trips

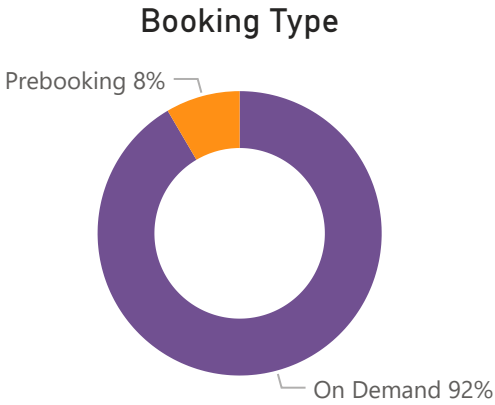
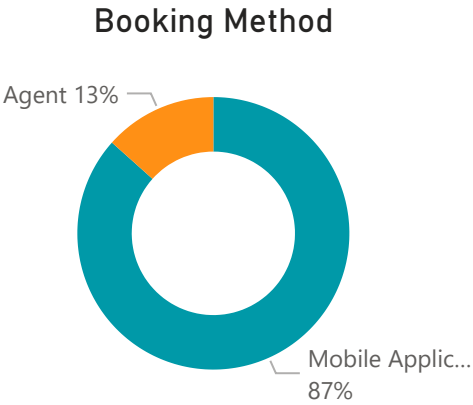
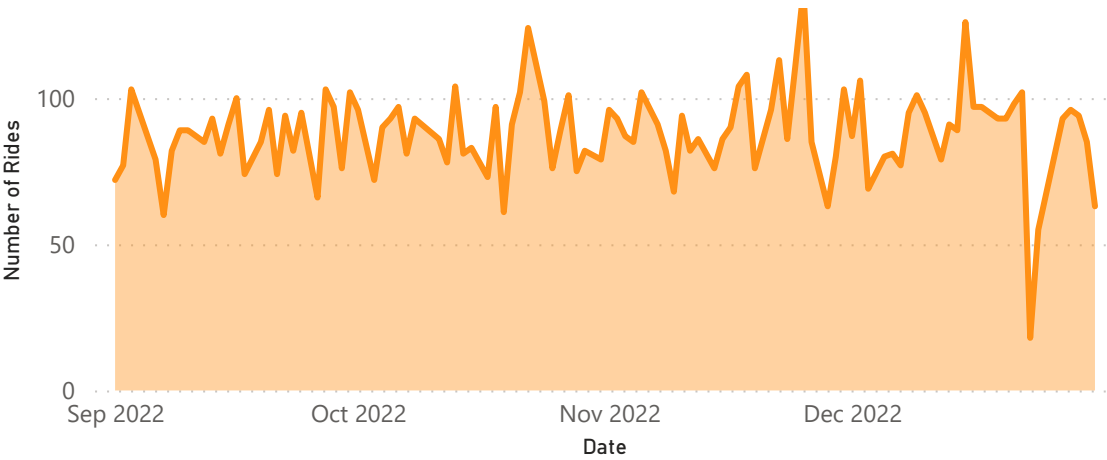
159

INTRA On-Demand Trip
Average Wait Time (min)

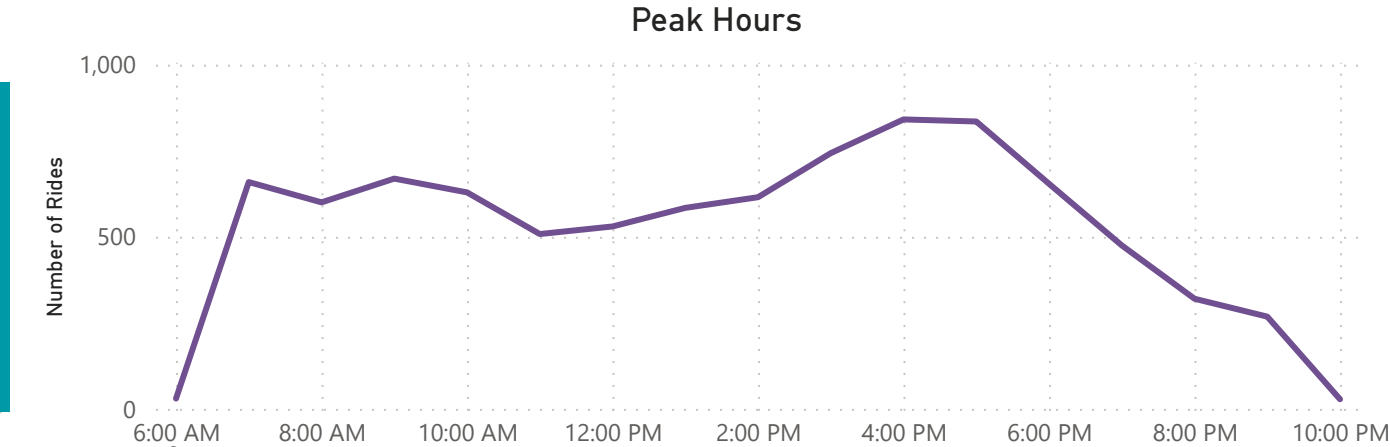
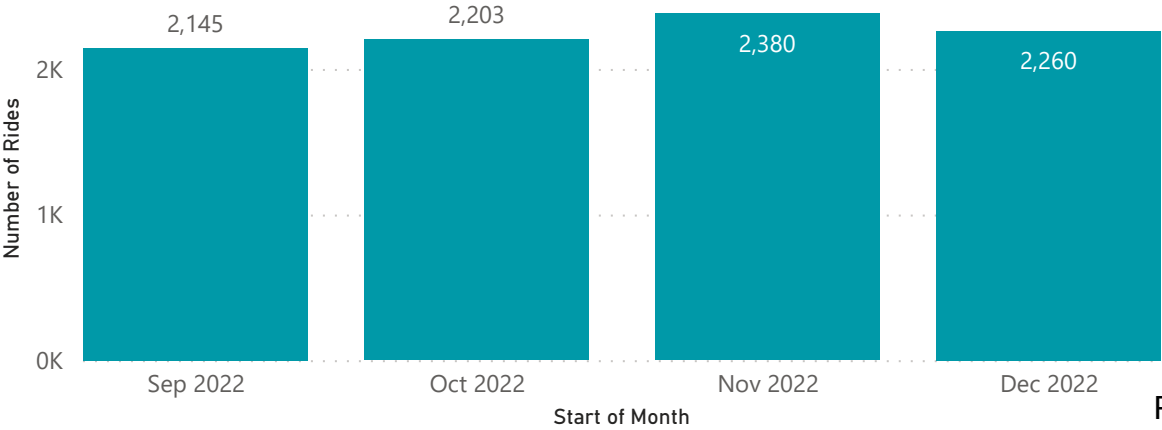
13.79



Daily Ridership



Monthly Ridership



Overall NRT OnDemand Service Metrics - Year 3

Year 3 Start Date - September 1, 2022

Data as of:
December-31-22

Number of Rides

39,126

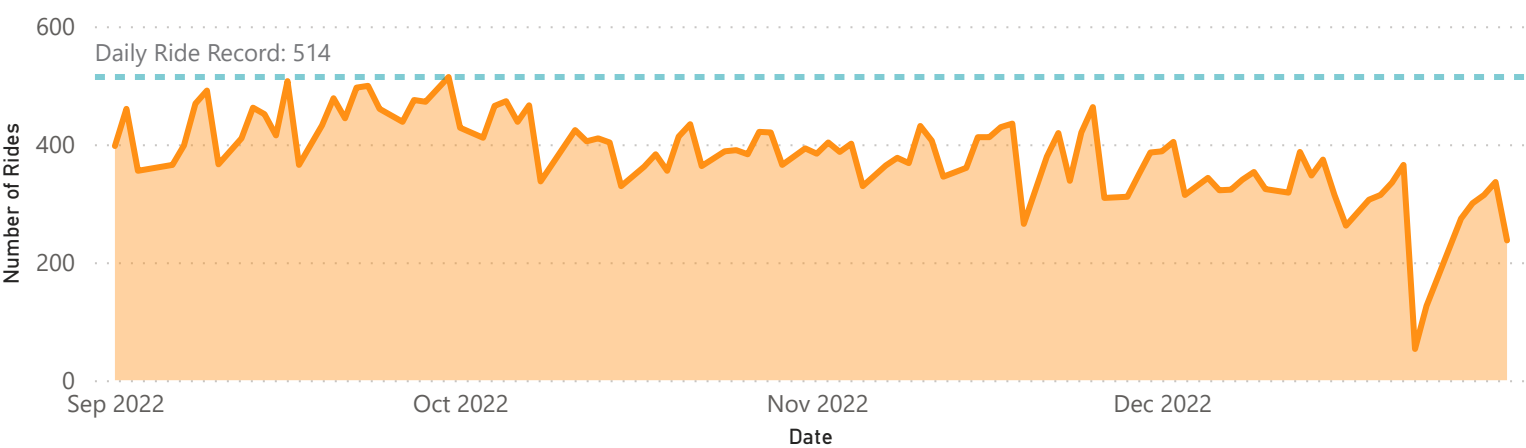
Number of Trips

34,716

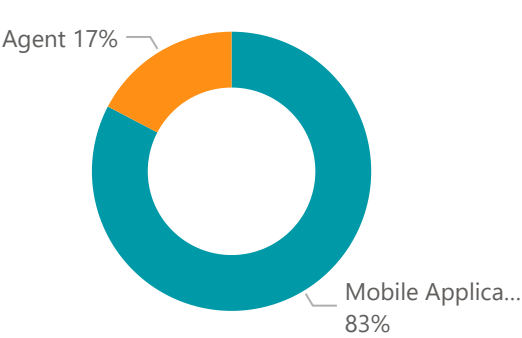
WAV Trips

397

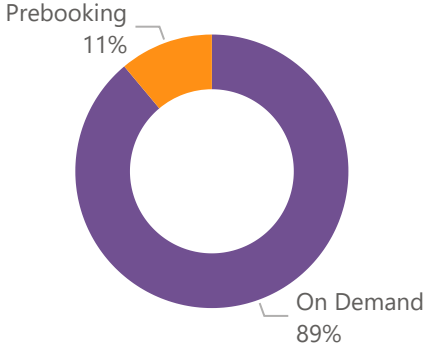
Daily Ridership



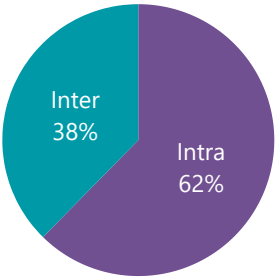
Booking Method



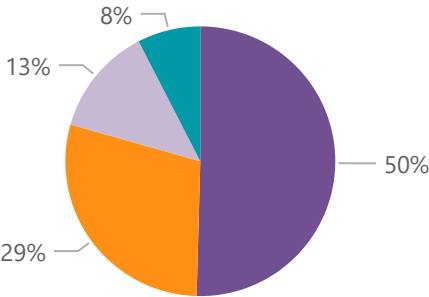
Booking Type



Inter vs. Intra-Municipal Rides



Intra-Municipal Rides



Destination	Fort Erie Transfer Point	Grimsby	Lincoln	Pelham	Port Colborne	Seaway Mall	St Catharines Transfer Point	Wainfleet	Welland Transfer Point	West Lincoln	Total
Origin											
Fort Erie Transfer Point					69						69
Grimsby		8,337	2,445	122	62	2	424	33	81	1,305	12,811
Lincoln		2,137	3,592	86	49	59	697	12	106	607	7,345
Pelham		89	123	868	38	113	493	33	67	81	1,905
Port Colborne	90	58	118	50	2,616			336		50	3,318
Seaway Mall		14	20	87				8		4	133
St Catharines Transfer Point		357	555	396				35		116	1,459
Wainfleet		41	10	37	346	5	8		23	32	502
Welland Transfer Point		95	91	42	1			48		76	353
West Lincoln		1,171	565	87	43	7	183	14	97		2,167
Total	90	12,299	7,519	1,775	3,224	186	1,805	519	374	2,271	30,062

Grimsby Lincoln Port Colborne Pelham

Overall NRT OnDemand Service Metrics - Year 3

Year 3 Start Date - September 1, 2022

Data as of:
December-31-22

INTER On-Demand Trip
Average Wait Time (min)

28.77

INTRA On-Demand Trip
Average Wait Time (min)

17.68

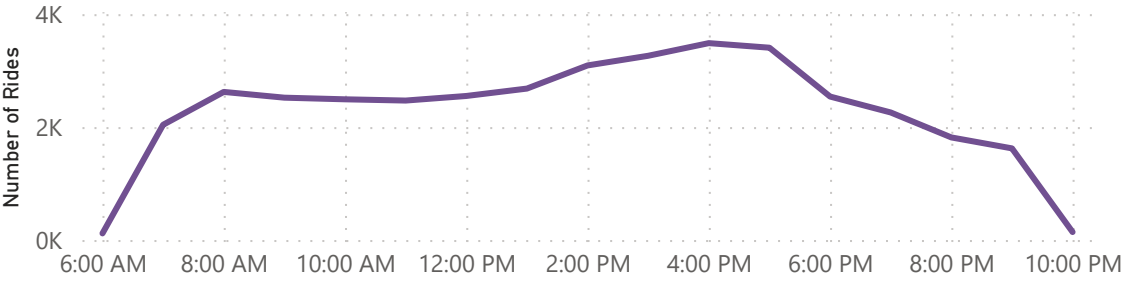
Average Trip Duration (min)

19.18

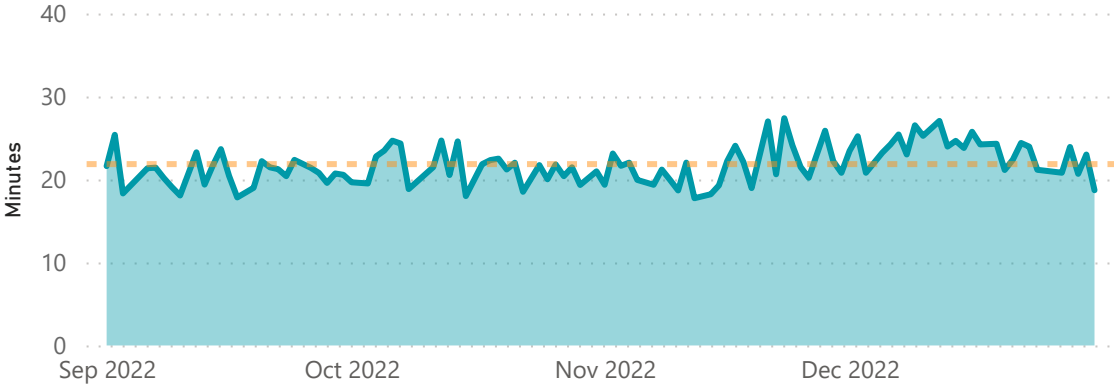
Average Trip Distance (km)

14.82

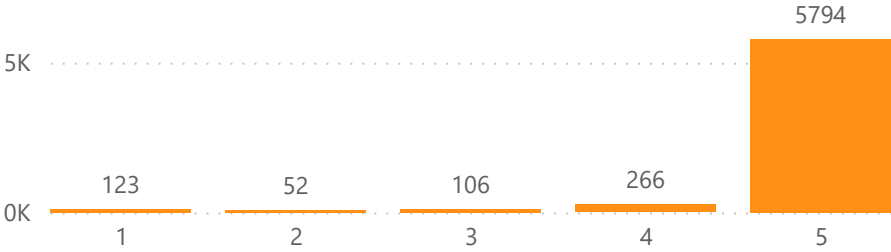
Peak Hours



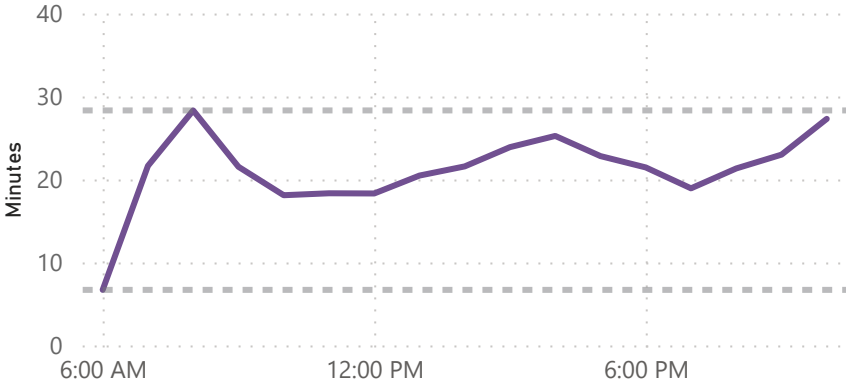
Average Daily Wait Time



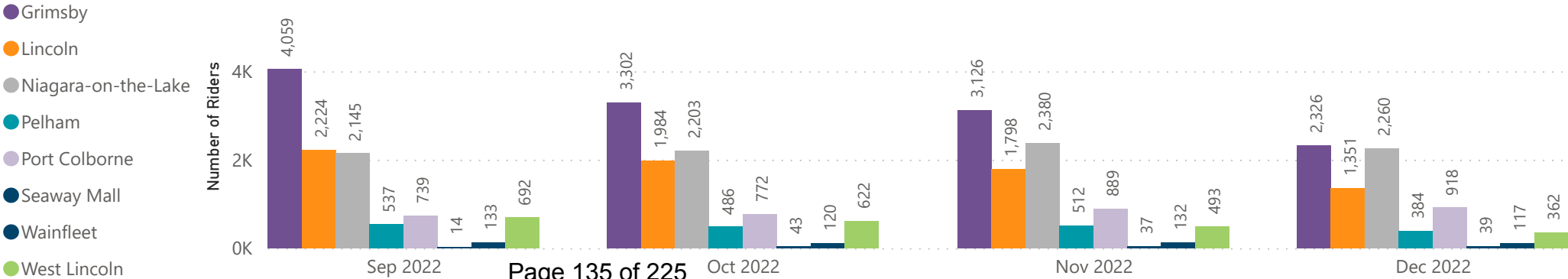
Trip Rating



Average Wait Time by Time of Day



Monthly Ridership By Ride Origin



Overall NRT OnDemand Service Metrics - Year 3

Grimsby
Origin and/or Destination Municipality

December-31-22
Data as of

Year 3 Start Date - September 1, 2022

Number of Rides

16,788

Number of Trips

14,831

WAV Trips

109

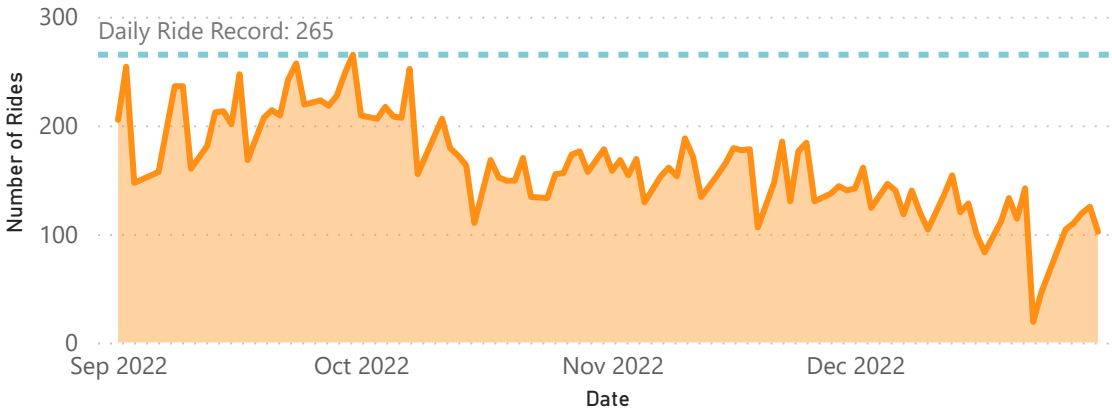
INTER On-Demand Trip Average Wait Time (min)

28.14

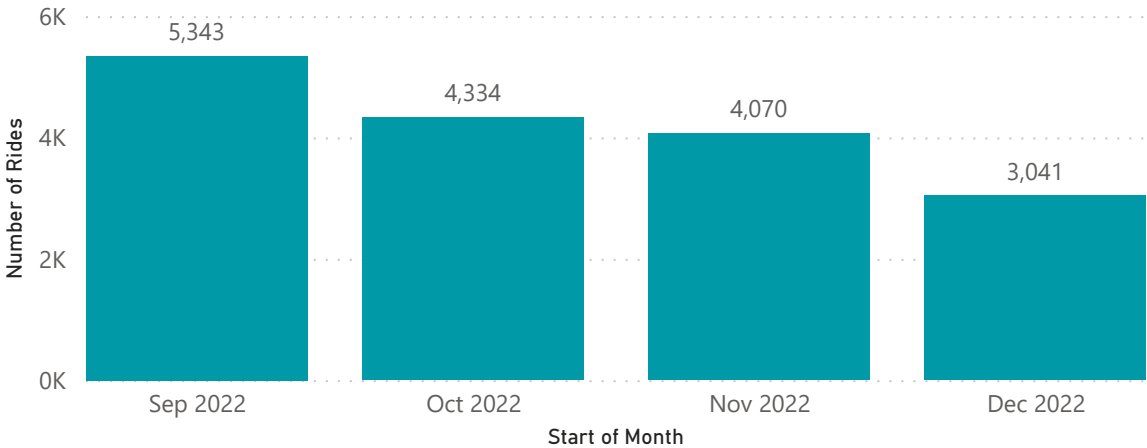
INTRA On-Demand Trip Average Wait Time (min)

20.23

Daily Ridership



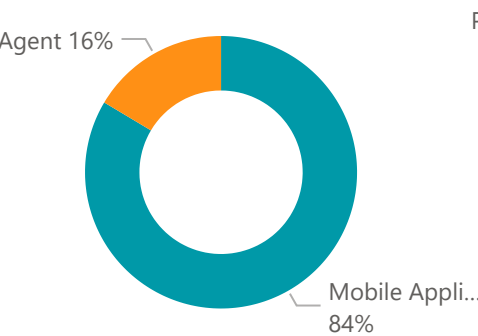
Monthly Ridership



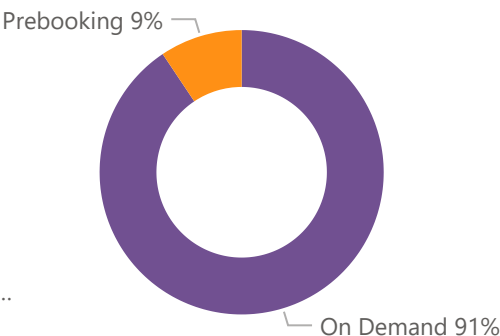
Trip Rating



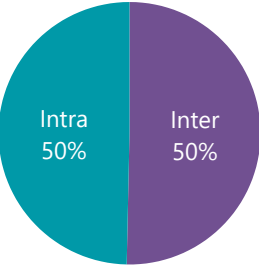
Booking Method



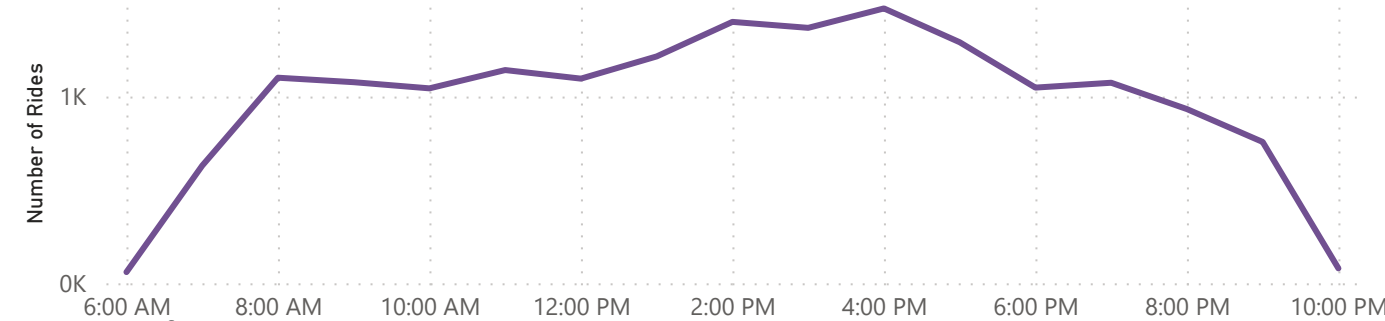
Booking Type



Inter vs. Intra-Municipal Rides



Peak Hours



Overall NRT OnDemand Service Metrics - Year 3

Lincoln
Origin and/or Destination Municipality

December-31-22
Data as of

Year 3 Start Date - September 1, 2022

Number of Rides

11,295

Number of Trips

10,233

WAV Trips

66

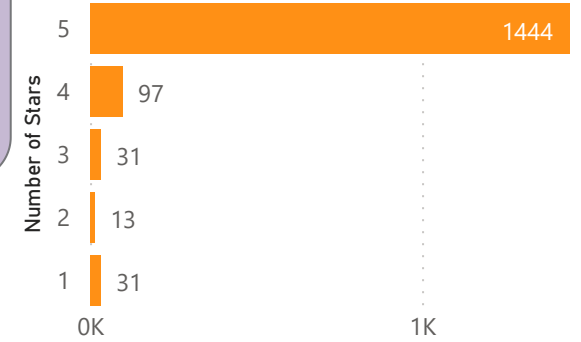
INTER On-Demand Trip
Average Wait Time (min)

28.53

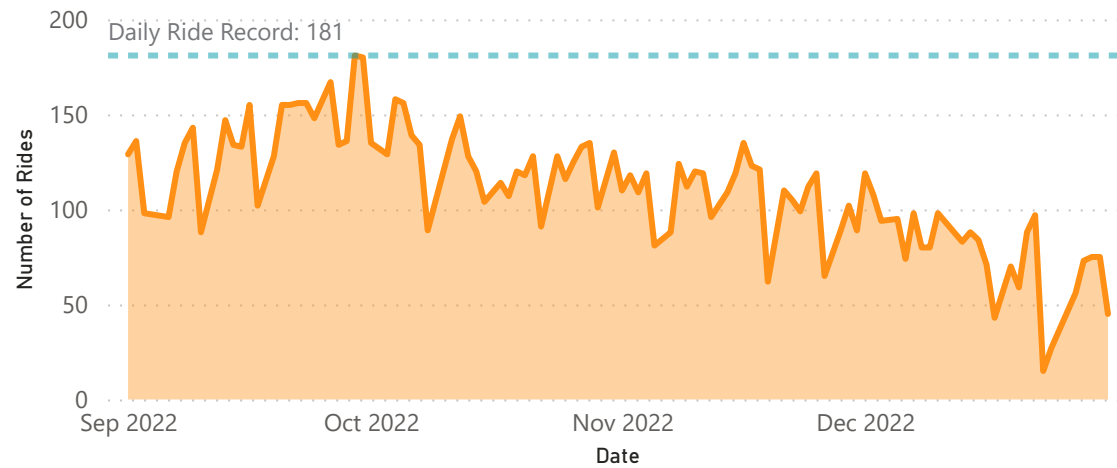
INTRA On-Demand Trip
Average Wait Time (min)

24.97

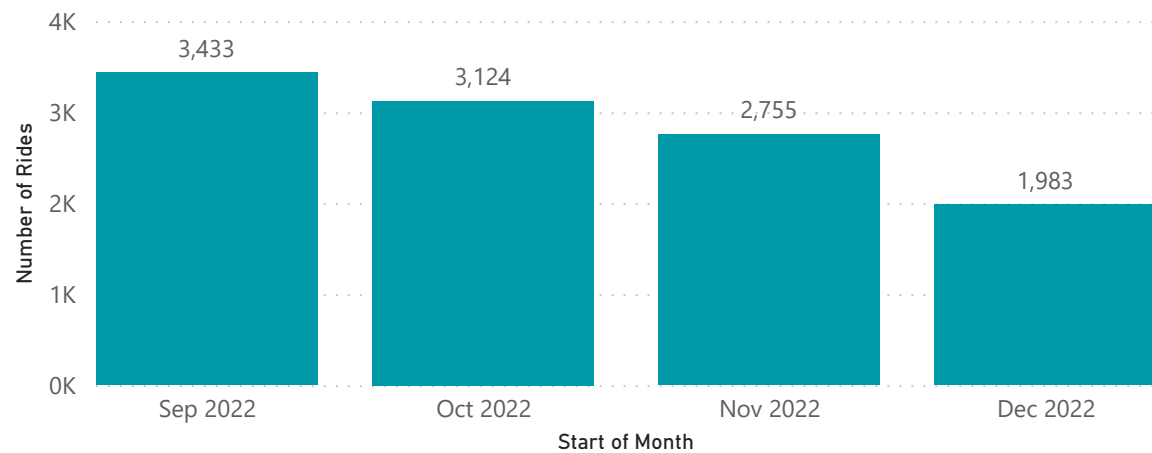
Trip Rating



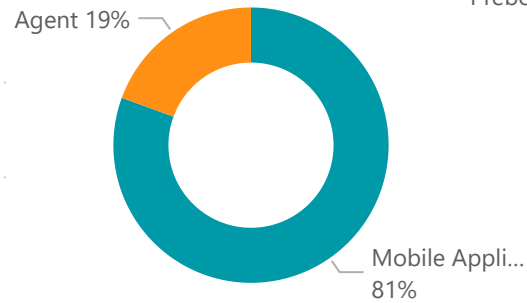
Daily Ridership



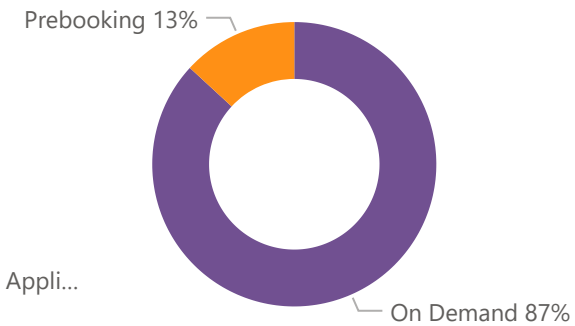
Monthly Ridership



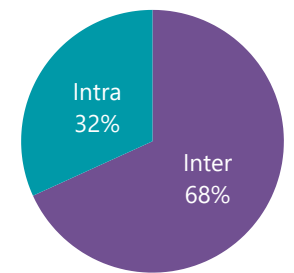
Booking Method



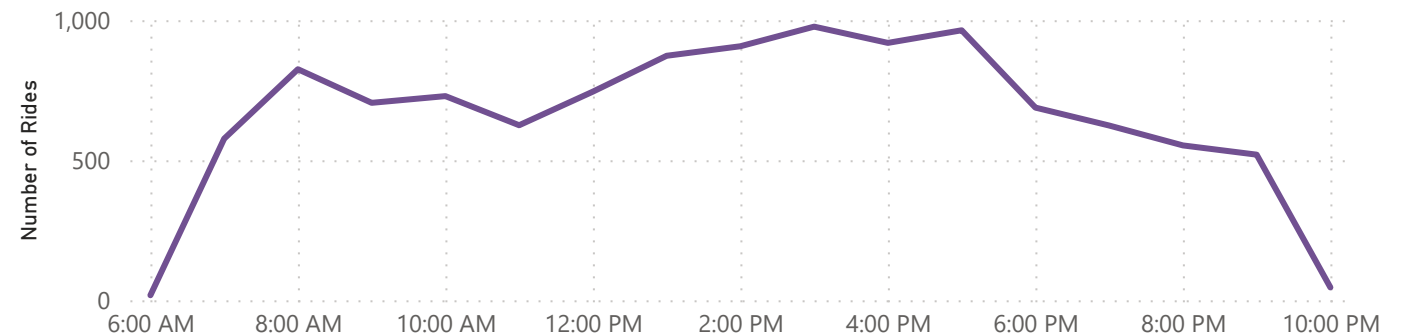
Booking Type



Inter vs. Intra-Municipal Rides



Peak Hours



Overall NRT OnDemand Service Metrics - Year 3

Niagara-on-the-Lake
Origin and/or Destination Municipality

December-31-22
Data as of

Year 3 Start Date - September 1, 2022

Number of Rides

8,988

Number of Trips

8,047

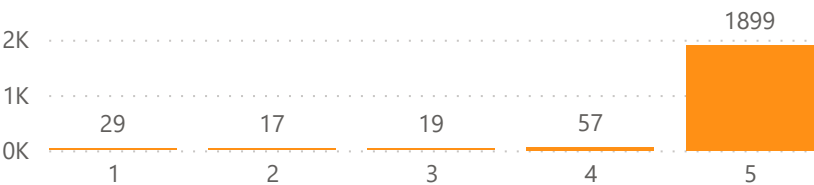
WAV Trips

159

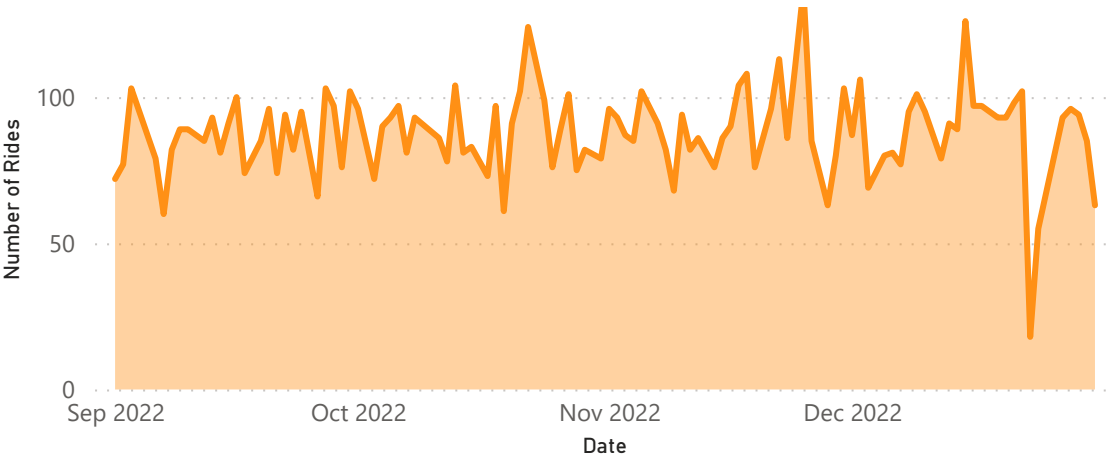
INTRA On-Demand Trip
Average Wait Time (min)

13.79

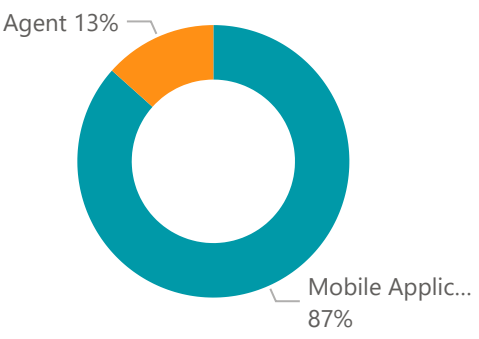
Trip Rating



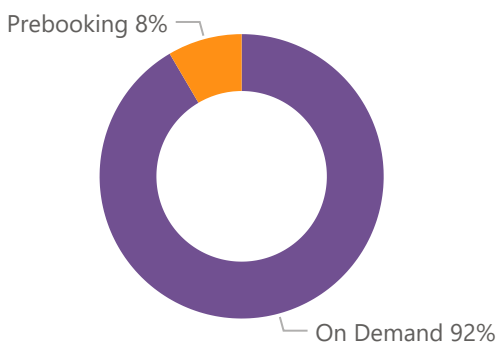
Daily Ridership



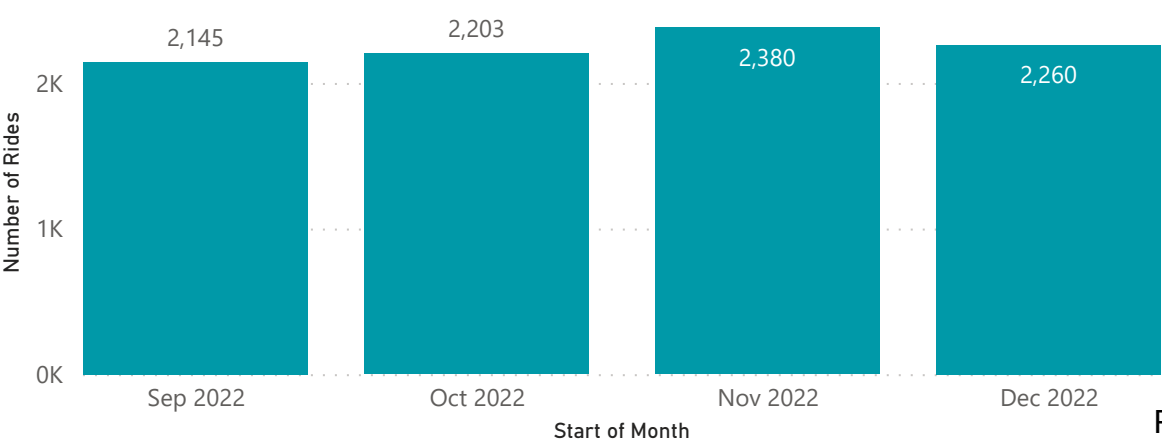
Booking Method



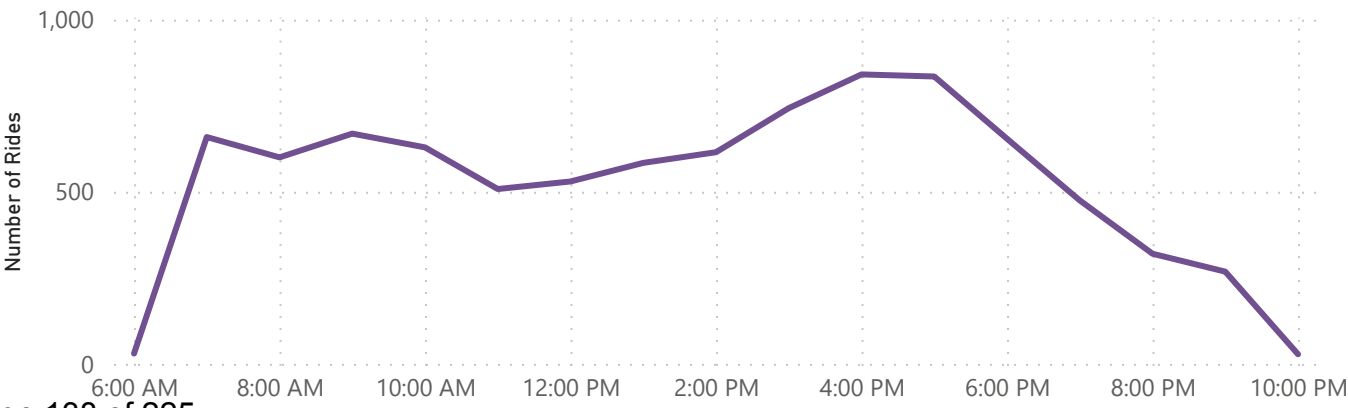
Booking Type



Monthly Ridership



Peak Hours



Overall NRT OnDemand Service Metrics - Year 3

Pelham

Origin and/or Destination Municipality

December-31-22

Data as of

Year 3 Start Date - September 1, 2022

Number of Rides

2,841

Number of Trips

2,610

WAV Trips

26

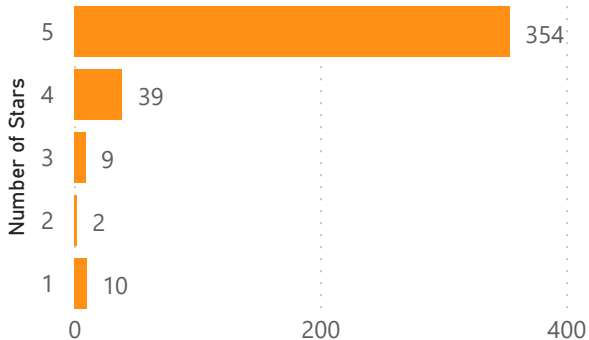
INTER On-Demand Trip
Average Wait Time (min)

29.44

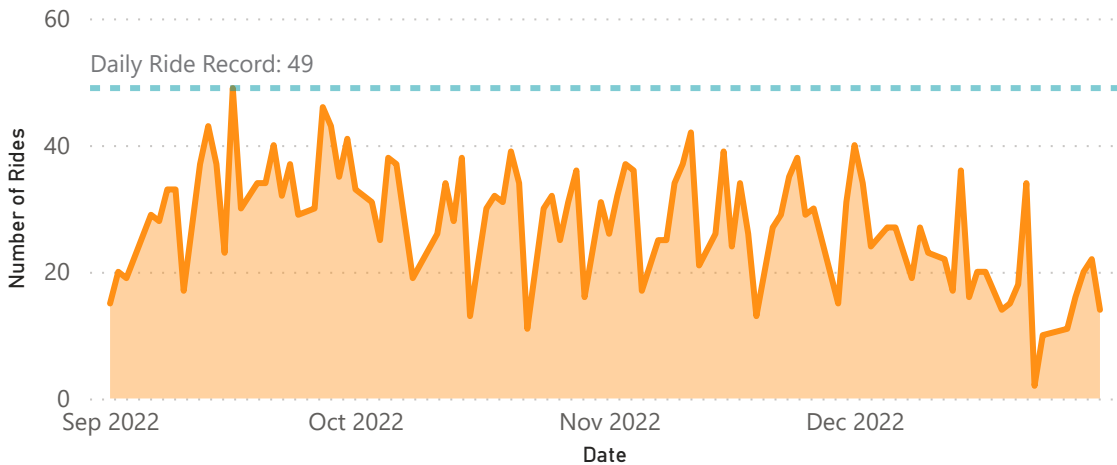
INTRA On-Demand Trip
Average Wait Time (min)

25.39

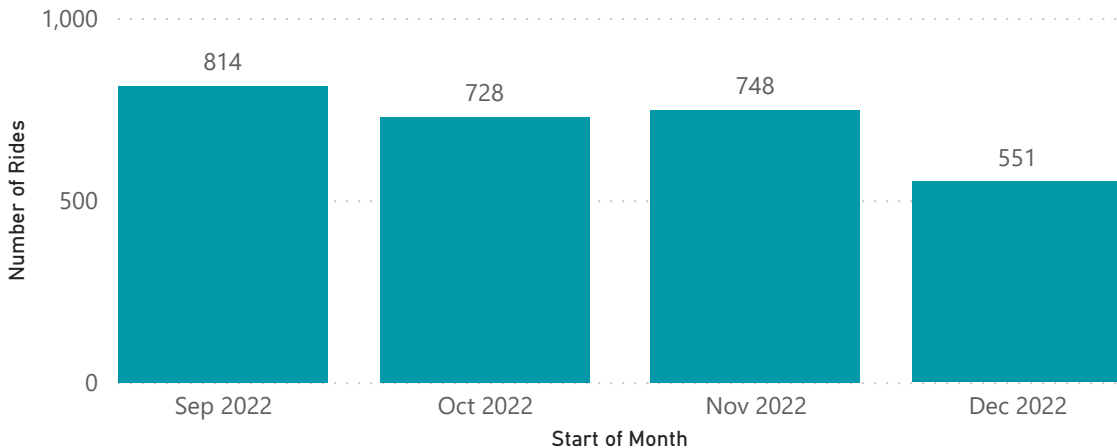
Trip Rating



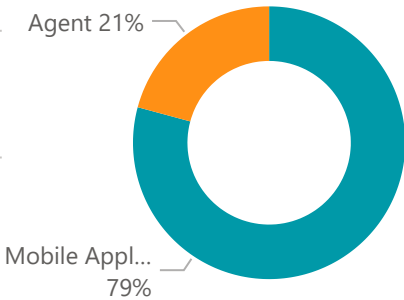
Daily Ridership



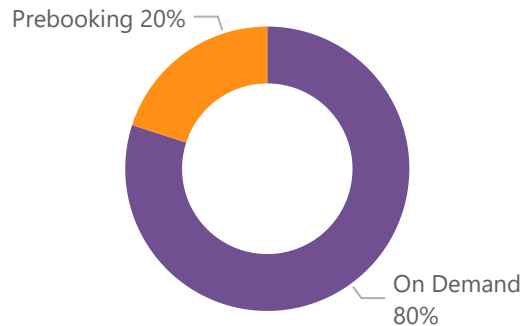
Monthly Ridership



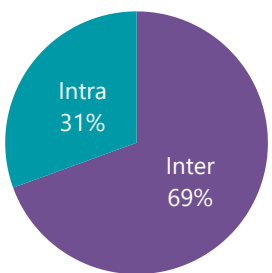
Booking Method



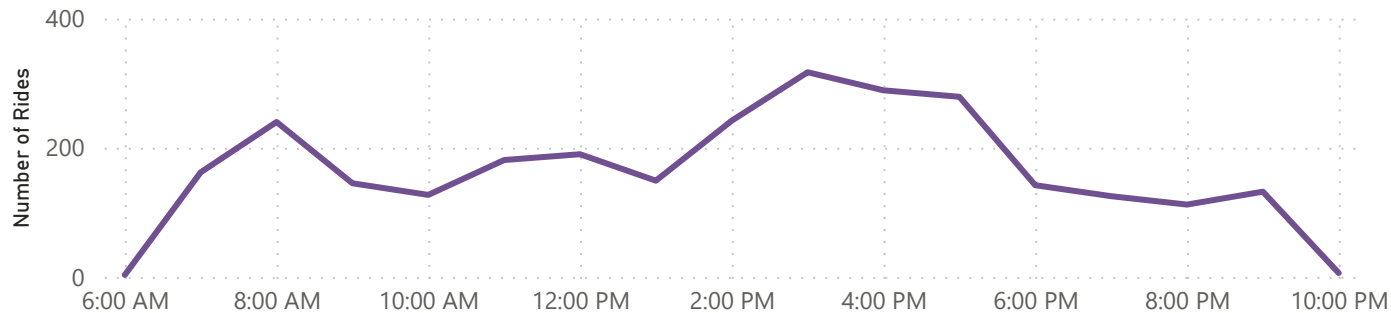
Booking Type



Inter vs. Intra-Municipal Rides



Peak Hours



Overall NRT OnDemand Service Metrics - Year 3

Port Colborne
Origin and/or Destination Municipality

December-31-22
Data as of

Year 3 Start Date - September 1, 2022

Number of Rides

3,929

Number of Trips

3,247

WAV Trips

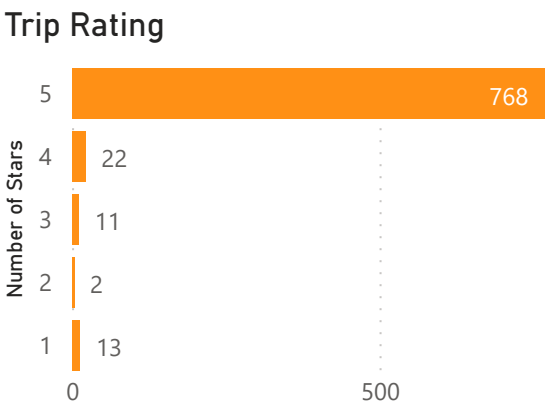
42

INTER On-Demand Trip Average Wait Time (min)

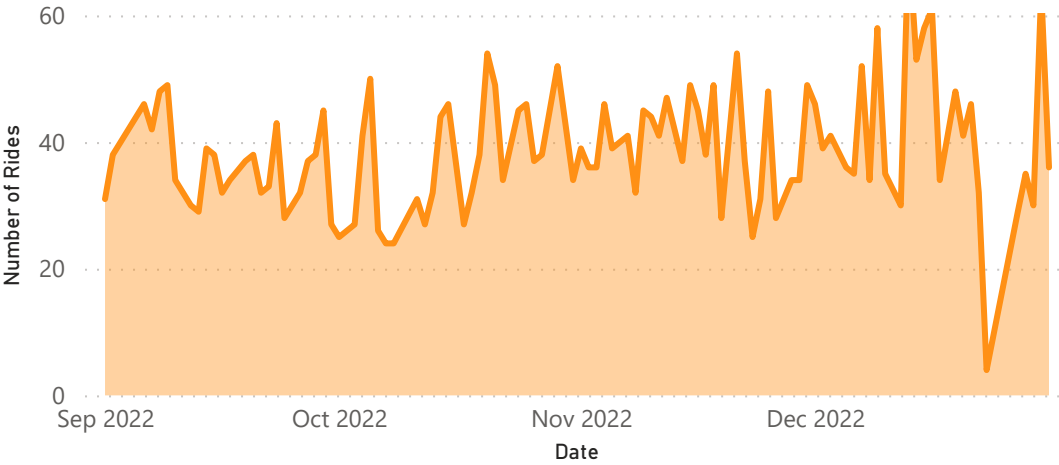
28.84

INTRA On-Demand Trip Average Wait Time (min)

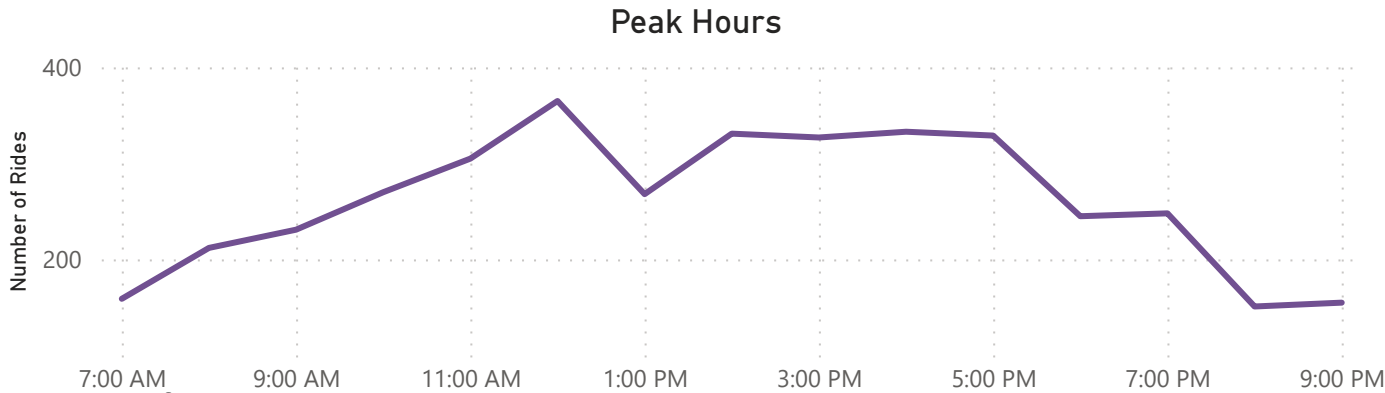
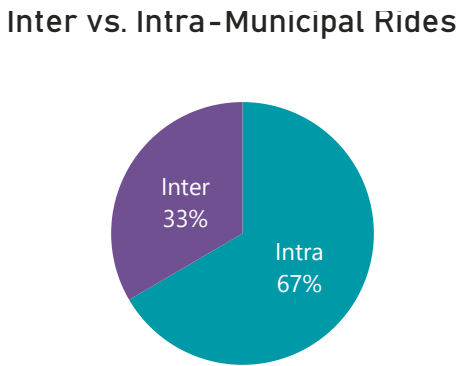
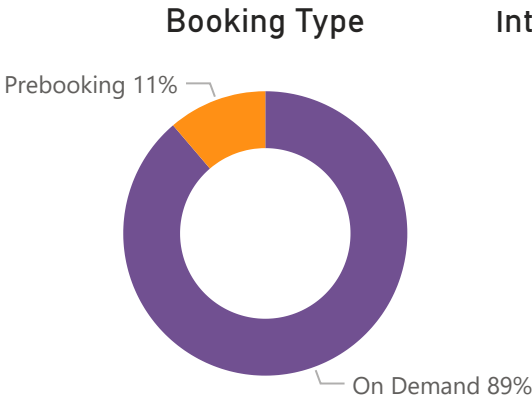
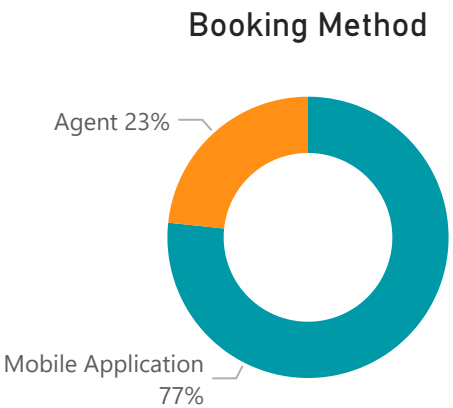
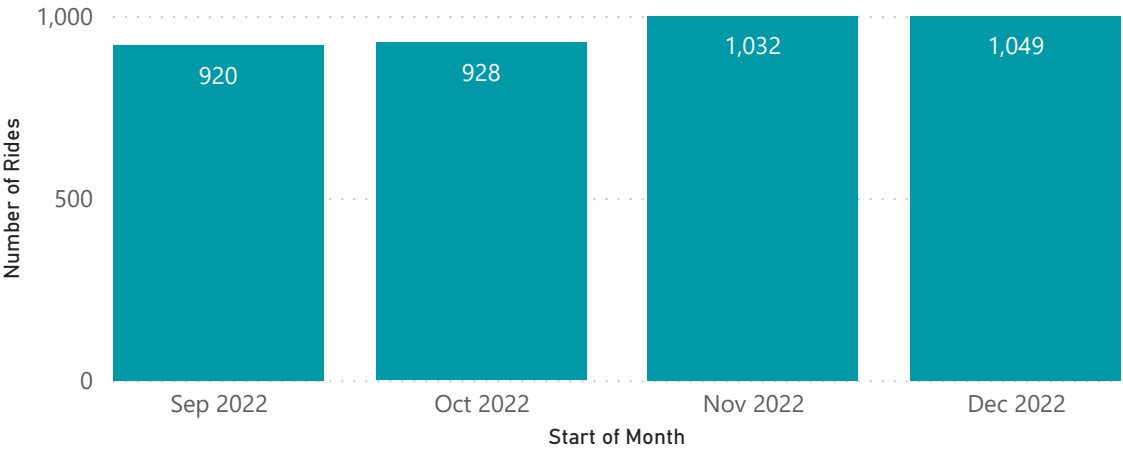
11.24



Daily Ridership



Monthly Ridership



Overall NRT OnDemand Service Metrics - Year 3

Wainfleet
Origin and/or Destination Municipality

December-31-22
Data as of

Year 3 Start Date - September 1, 2022

Number of Rides

1,021

Number of Trips

781

WAV Trips

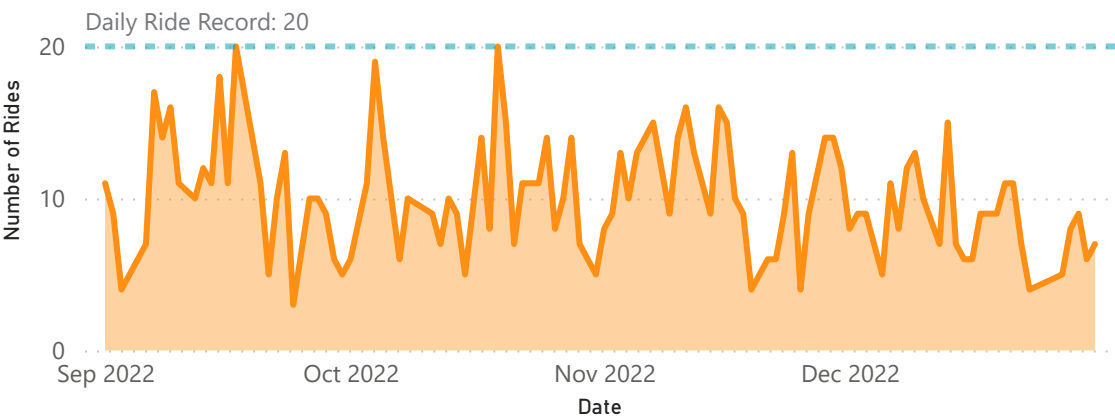
3

INTER On-Demand Trip
Average Wait Time (min)

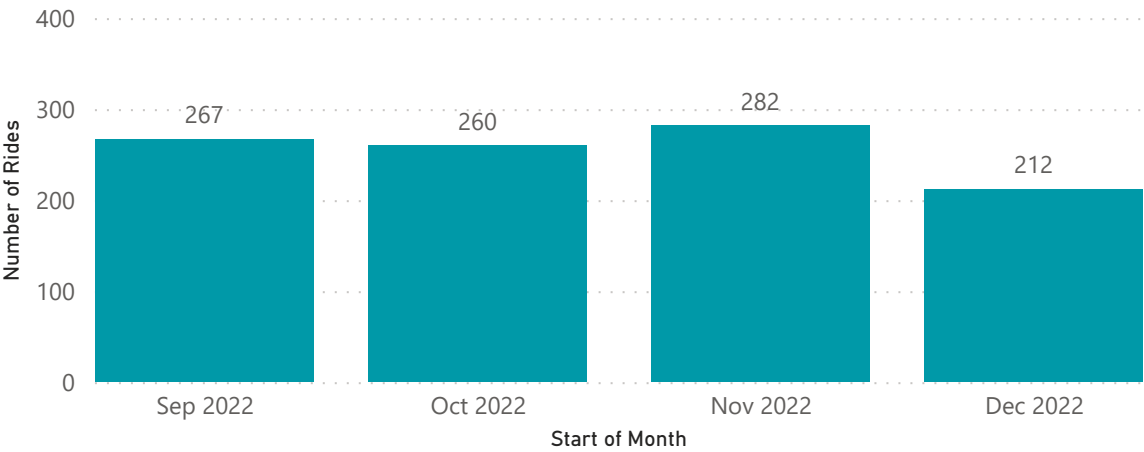
28.82



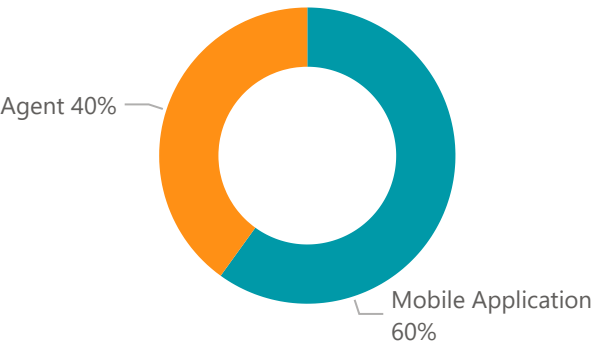
Daily Ridership



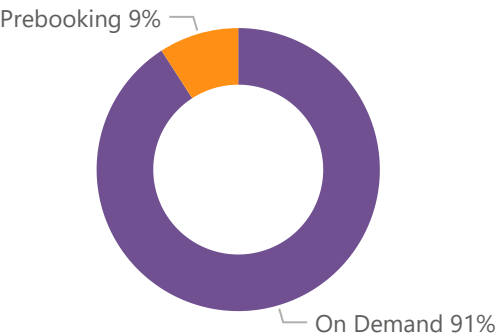
Monthly Ridership



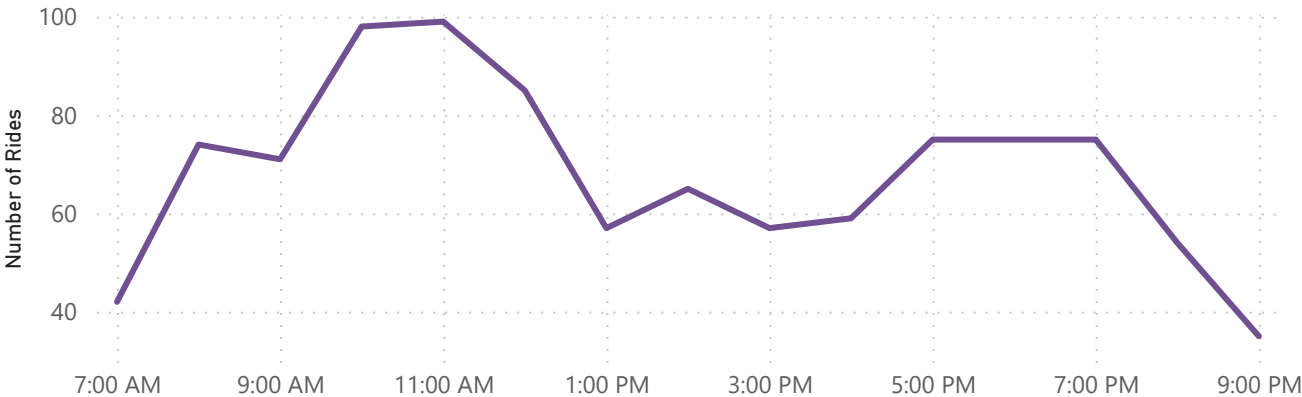
Booking Method



Booking Type



Peak Hours



Overall NRT OnDemand Service Metrics - Year 3

West Lincoln
Origin and/or Destination Municipality

December-31-22
Data as of

Year 3 Start Date - September 1, 2022

Number of Rides

4,444

Number of Trips

4,021

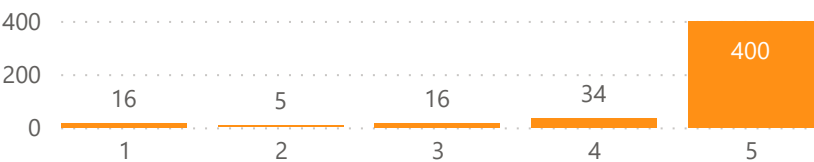
WAV Trips

23

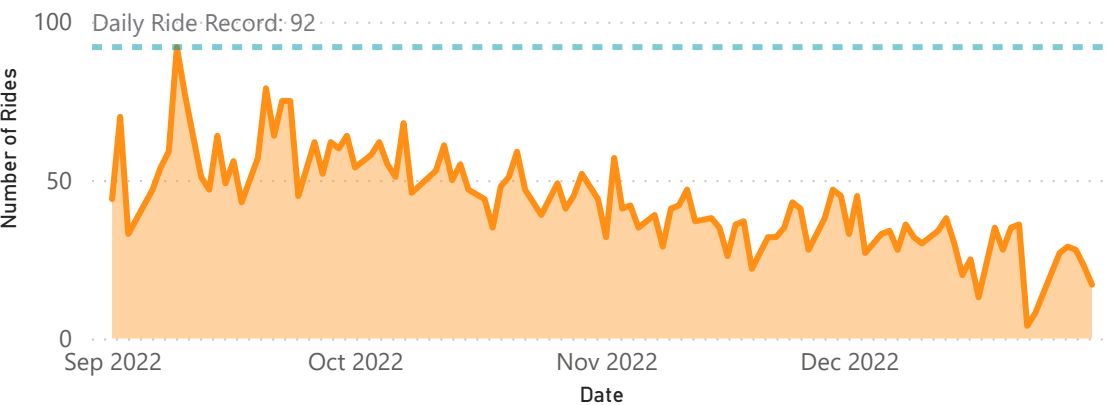
INTER On-Demand Trip
Average Wait Time (min)

30.03

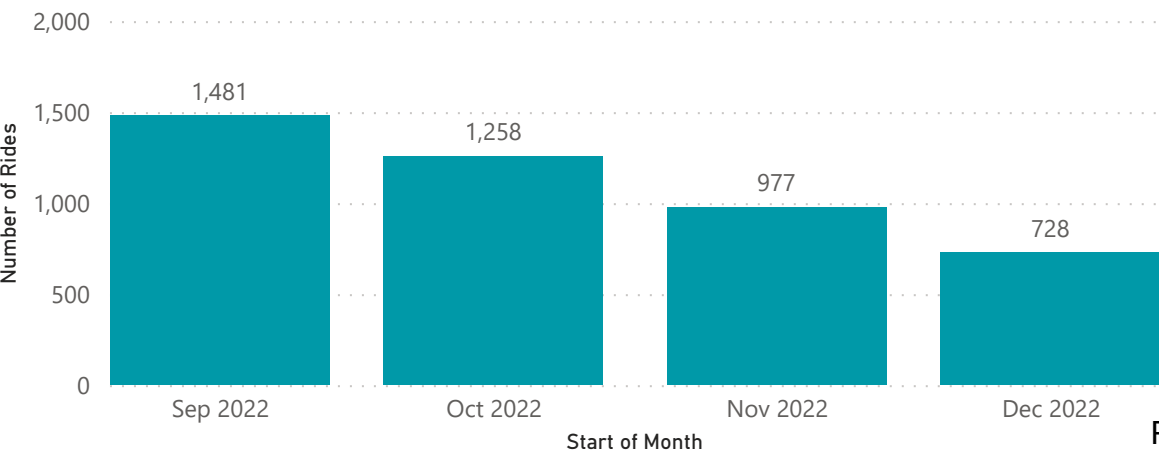
Trip Rating



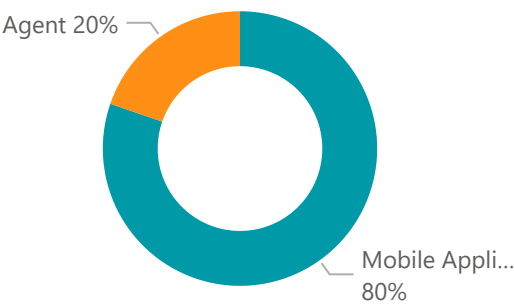
Daily Ridership



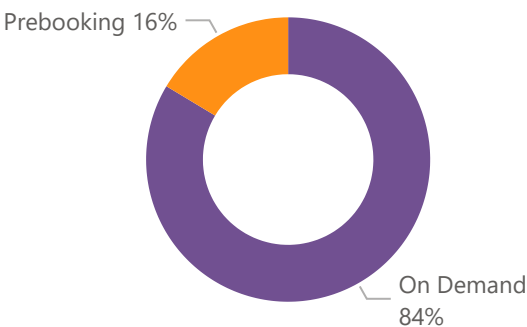
Monthly Ridership



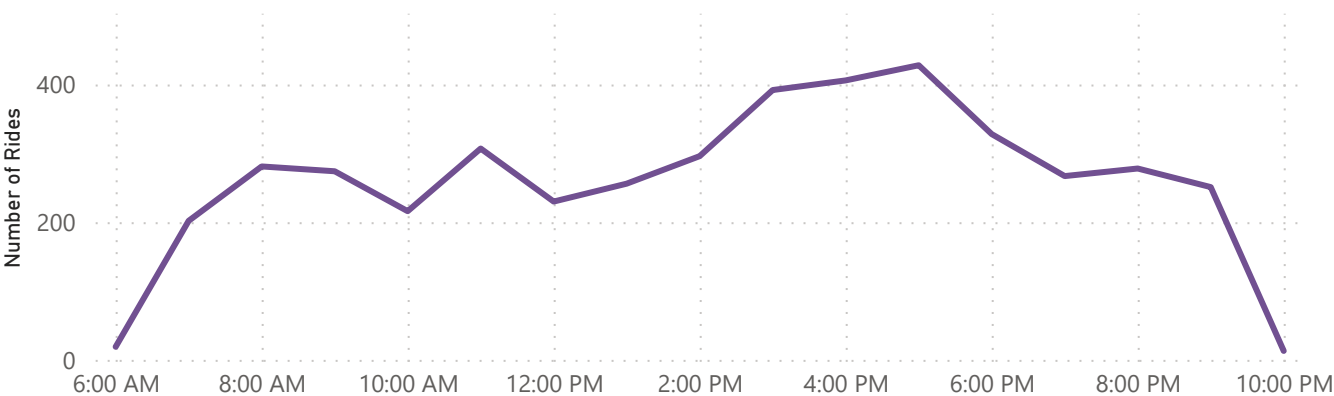
Booking Method



Booking Type



Peak Hours



The Corporation of the Town of Niagara-on-the-Lake Information Report to Council

SUBJECT: Licence Agreement – Bruce Trail Conservancy
DATE: 2023-03-21
REPORT #: OPS-23-020
PREPARED BY: Mike Komljenovic
DEPARTMENT: Operations Services

BACKGROUND INFORMATION

The purpose of this report is to inform Council of a Licence Agreement to be entered into between the Corporation of the Town of Niagara-on-the-Lake (the "Town") and the Bruce Trail Conservancy (the "BTC").

The need to enter into a Licence Agreement results from a request from the BTC to locate a portion of a proposed Trail on the Town's Unopened Road Allowance south of York Road and Concession 2 Road to connect the Upper Canada Heritage Side Trail to the main Bruce Trail.

The BTC has provided a Licence Agreement typically used when entering into such agreements with government agencies and private landowners. The Town's solicitor has reviewed the agreement and has no issues with the terms of the agreement as drafted. Legal Counsel has also confirmed that the indemnity and insurance requirements are satisfactory to protect the Town from claims by users of the Trail and that there is language to permit the Town to terminate the licence without cause with 12 months' notice.

The agreement permits the BTC to construct, inspect and maintain the Trail at the expense of the BTC in a clean and safe condition for pedestrian travel by the public. The precise location and route of the Trail shall be mutually agreed upon by the BTC and the Town and flagged in the field to the satisfaction of both the BTC and the Town before the development of the Trail begins. The BTC will ensure that the Trail is marked and signed. Additionally, the Town will review and approve any proposed tree removal in advance.

The BTC shall construct and maintain the Trail, subject to the terms of the attached agreement (**Appendix I**). A site map of the proposed Trail located within the Town's unopened road allowance is included as Appendix C of the Licence Agreement (**Appendix I**) for Town Council's reference.

NEXT STEP / CONCLUSION

Upon Town Council's receipt of the Information Report, a By-law will be prepared by the Clerk's Office for the upcoming Council meeting on March 28, 2023, authorizing the Lord Mayor and Town Clerk to sign and enter into an agreement with the BTC. Following the approval of the By-law, the Town's Operations Department will advise the representatives of the Bruce Trail Conservancy of Town Council's decision and work with the BTC to determine the Trail's location before construction commences in 2023.

ATTACHMENTS

- **Appendix I** – Licence Agreement – Bruce Trail Conservancy

THIS LICENCE AGREEMENT made as of the day of ,

BETWEEN: THE CORPORATION OF THE TOWN OF NIAGARA-ON-THE-LAKE

(Hereinafter called the "Town")

- and -

THE BRUCE TRAIL CONSERVANCY

(Hereinafter called the "BTC")

WHEREAS the BTC has requested permission to utilize the unopened original road allowance(s) described in Appendix "A" and depicted in Appendix "C" hereto, hereinafter called the "Road Allowance" for the purposes of establishing a footpath as part of the Bruce Trail system;

AND WHEREAS the BTC operates a recreational hiking trail system in the Province of Ontario, known as the Bruce Trail;

AND WHEREAS the BTC wishes to establish a portion of the Bruce Trail over the Road Allowance, such portion hereafter called the "Trail";

NOW THEREFORE WITNESSETH in consideration of the mutual covenants herein and the payment by the BTC to the Town of the sum of one dollar (\$1.00), the receipt of which the Town hereby acknowledges, the parties hereto agree as follows:

1. (a) The Town hereby grants to the BTC a right in the nature of a licence to maintain a portion of the Trail over the Road Allowance for the purposes and upon the terms and considerations hereinafter set forth.
 (b) Nothing herein shall restrict or prohibit the Town from improving, upgrading, maintaining or establishing a trail or trail facility on the Road Allowance and/or the Trail.
2. The term of this Licence shall be from the date hereof to the first anniversary of the date hereof unless terminated during the first year pursuant to paragraph 13, and thereafter from year to year without notice until terminated by either party as set out in paragraph 13 hereof.
3. The precise location and route of the Trail shall be mutually agreed upon by the BTC or its authorized representative and the Town, and flagged in the field to the satisfaction of both the BTC and the Town, prior to development of the Trail. The location and route of the trail, including any developments or improvements thereto within a corridor 1.5 meters either side of the trail existing as of this date, may be varied from time to time by mutual written agreement by the parties hereto without affecting the validity of the terms hereof. Any changes to the trail and any developments or improvements thereto outside this existing corridor must be agreed to by both parties prior to commencement of work. The terms of written agreement referred to above shall then apply to that newly-agreed-upon trail route and corridor.
- 4.(a) The BTC shall be responsible for construction and maintenance of the Trail, in a condition that is clean and safe for pedestrian travel by the public. The BTC shall be responsible for all aspects of the ongoing maintenance of the Trail in accordance with the standards set out in the "Guide for Trail Workers". More rigorous maintenance standards, as set by the Town, shall be applied when needed as shown by inspections of specific sites, and requested by letter by the Town. The BTC shall be responsible for all costs of every nature and kind associated with the construction, repair, maintenance

and ongoing use of the Trail. The BTC shall also undertake to remove any litter, and correct to the extent possible, any minor problems such as fire scars or damage to fencing, structures, or vegetation which may occur along the Trail or within the area defined as the trail corridor 1.5 metres either side of the agreed-upon Trail route shown by the sketch in Appendix "C" attached hereto.

- 4.(b) The BTC will ensure that trail workers using chainsaws, string trimmers and other equipment are properly trained in the safe use of the equipment. Chainsaws are to be equipped with a safety chain and chain brake and appropriate protective equipment as follows is to be worn:

- 1) Chainsaw Operators -- safety footwear, chainsaw pants, hard hat with eye and ear protection and gloves.
- 2) String Trimmer Operators -- safety footwear, eye protection and long pants.

The Town reserves the right to halt any maintenance operation it considers unsafe. The removal of any trees is to be approved in advance by the Town.

5. The parties hereto will allow use of the Trail to the general public without charge. The BTC will ensure its own members have agreed to be bound by the "Bruce Trail User's Code", a copy of which is attached hereto as Appendix "D".
6. The BTC will exercise during the currency hereof such duty of care to persons using the Trail as is imposed by the Occupiers' Liability Act, R.S.O. 1990, c.O.2., including amendments thereto or successors thereof.
7. The BTC shall comply with all provisions of law, including, without limiting the generality of the foregoing, federal and provincial legislation, municipal by-laws, and any other government or municipal regulations which relate to the establishment, maintenance and use of the Trail.
8. The BTC will ensure that the Trail is marked in the following manner:
 - (a) by signs indicating that the Trail is on private land through the courtesy of the Town and that hikers should follow the provision of the "Bruce Trail User's Code";
 - (b) by visible white markings on trees or other landmarks of a size no more than 5 centimetres by 15 centimetres and at a height of between 1 and 2 metres;
 - (c) by additional signage and/or markings as may be reasonably requested by the Town from time to time.
9. The BTC and the Town shall, at the Town request, together conduct twice-yearly inspections of the Trail on the Road Allowance. The BTC shall maintain the Trail to the standards identified in the BTC Guide for Trail Workers or other maintenance standards, which the Town has established for its lands provided that these are consistent with the management of the Trail as a simple footpath, which lies lightly on the land. The BTC shall, within a period of one (1) month after each inspection or at any other time during the currency of the within licence complete any management actions which may be requested in writing by the Town provided these are consistent with the above mentioned standards. Should the BTC fail to undertake the necessary management actions within the time specified, the Town may carry out the BTC's obligations and the BTC shall reimburse the Town for any reasonable expenses incurred thereby.

10. The BTC will, during the currency hereof, indemnify and save harmless the Town from and against all claims, demands, losses, costs, damages, actions, suits, or other proceedings by whomsoever made, sustained, brought or prosecuted in any manner based upon, occasioned by or attributable to anything done or omitted to be done by the BTC, its officers, employees, servants or agents in connection with the Road Allowance or in fulfillment or purported fulfillment or required fulfillment of any of the provisions of this agreement; and provided that the Town shall not, without the written consent of the BTC or its insurer assume or admit liability with respect to any claim made against it for which it seeks indemnification pursuant to the provisions of this paragraph.
11. The BTC shall at all times during the currency hereof maintain comprehensive general liability insurance in an amount not less than ten million dollars (\$10,000,000.00) per occurrence for bodily injury including personal injury and death, showing the Town as an insured.
12. Nothing herein shall be interpreted or construed as giving rise to a claim by the BTC that it has acquired title by possession or prescription to the Trail or any part of the Road Allowance either during the currency hereof or upon the termination of same. It is agreed upon between the parties hereto that this licence shall not be registered on title.
13.
 - (a) This licence agreement will run for a term of one year from the date of signing, and thereafter from year to year without notice unless terminated by either party as set out in this paragraph.
 - (b) The agreement may be terminated by agreement of the parties hereto or by the Town, if the BTC fails to fulfill the terms of the within licence. Prior to termination the Town shall provide 60 days written notice of the breach to the BTC during which time the BTC may take action to correct the breach and avoid termination of this licence. In the event that there is a dispute between the parties regarding the existence of a breach or the satisfactory correction of such breach within the time stipulated, an arbitrator shall be appointed to resolve the dispute according to the provisions of the Arbitrations Act of Ontario. Each party shall pay one-half of the cost of the Arbitrator. The decision of the arbitrator shall be binding on both parties and no further action shall be taken by either party.
 - (c) Upon termination, pursuant to this paragraph or otherwise, the BTC shall, to the reasonable satisfaction of the Town, restore the Trail lands to the condition that they were in at the time of the granting of the within licence.
 - (d) Notwithstanding the foregoing, the Town may terminate this licence upon providing 12 months' notice to the BTC.
14. That if the Town should sell the Road Allowance the Bruce Trail Conservancy will be notified and permitted to make an offer of purchase.
15. Any notice required or permitted to be given hereunder may be effectively given if sent by prepaid registered post, addressed to the Town at:

Town of Niagara-on-the-Lake
1593 Four Mile Creek Road
PO Box 100
Virgil, Ontario
L0S 1T0

or the BTC at:

P.O. Box 857
Hamilton, Ontario
L8N 3N9

16. This licence embodies the entire agreement of the parties hereto and no understandings or agreements, collateral, verbal or otherwise exist between the parties except as expressly set out herein or as may hereafter be agreed to, in writing, by the parties.

IN WITNESS WHEREOF the parties hereto have hereunto set their hands and seals.

SIGNED, SEALED AND DELIVERED)
in the presence of)

)	THE BRUCE TRAIL CONSERVANCY	
)	Per:	
)		
)	Name	Title
)		
)		
)	Name	Title
)		
)	We have authority to bind the Conservancy	
)		
)	THE CORPORATION OF THE TOWN OF NIAGARA-	
)	ON-THE-LAKE	
)	Per:	
)		
)		
)	Name	Title
)		
)		
)	Name	Title

APPENDIX "A"

THE CORPORATION OF THE TOWN OF NIAGARA-ON-THE-LAKE

Road Allowance (RA) Location Description:

RDAL BTN TWP LOTS 44 & 49 NIAGARA BTN PT 7, 30R4947 & YORK RD; NIAGARA-ON-THE-LAKE

BTC Property Reference # 2-017

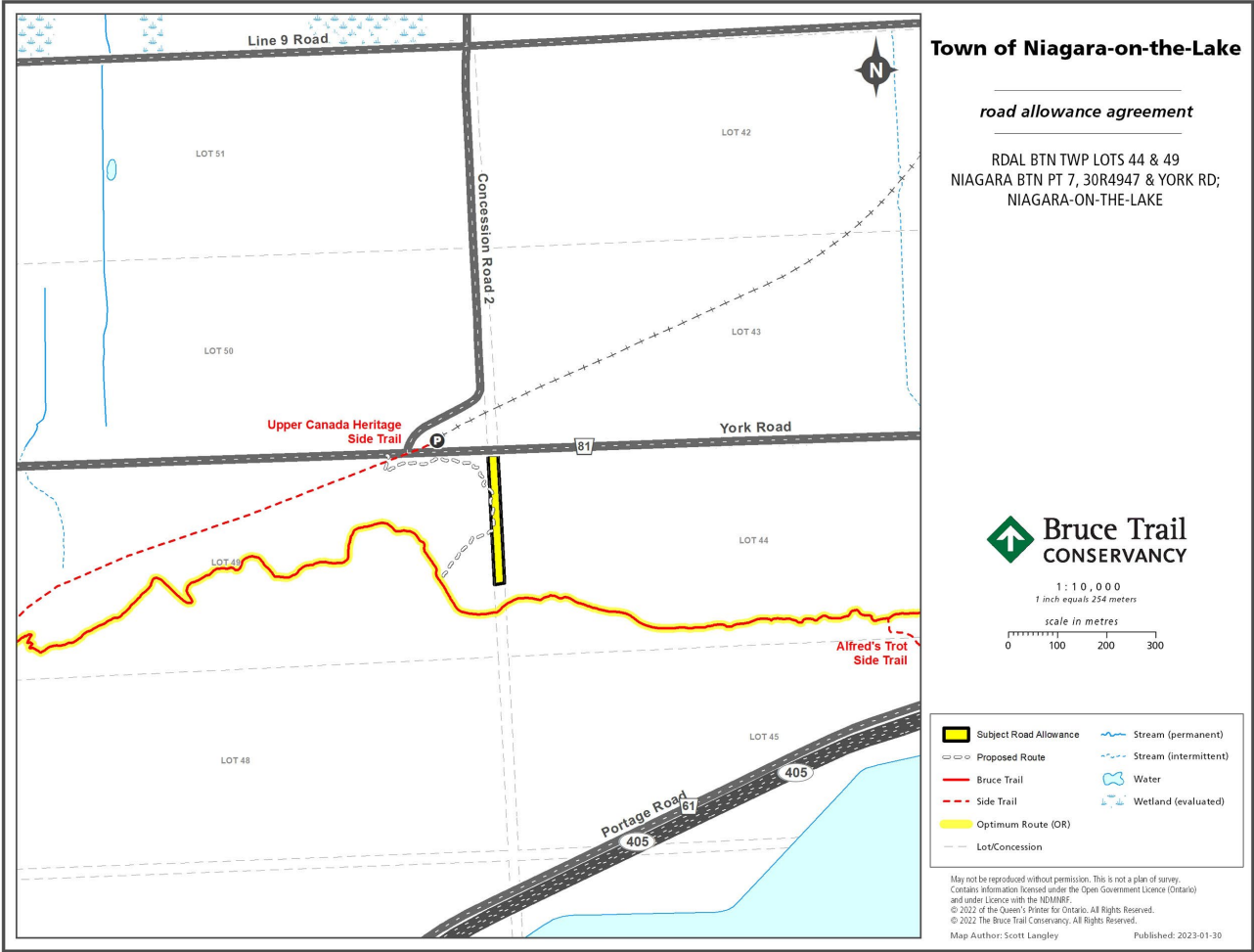
APPENDIX “B”

Guide for Trail Workers

<https://brucetrailorg.b-cdn.net/wp-content/uploads/2022/05/Guide-for-Trail-Workers-3rd-Edition.pdf>

APPENDIX “C”

SITE MAP



APPENDIX “D”

BRUCE TRAIL USERS' CODE

- Hike only along marked routes. Do not take short cuts.
- Obey all signage.
- Use the stiles. Do not climb fences.
- Respect the privacy of people living along the Trail.
- Leave the Trail cleaner than you found it. Carry out all litter.
- Use a portable stove. No open fires are allowed on the Trail.
- Camp only at designated camp sites.
- Leave flowers and plants for others to enjoy.
- Do not damage live trees or remove bark.
- Where dogs are permitted, keep dogs on a leash and under control at all times.
- Do not disturb wildlife and farm animals.
- Leave only your thanks and take nothing but photographs.

The Corporation of the Town of Niagara-on-the-Lake Information Report to Council

SUBJECT: 2023 Hot Mix Asphalt Program

DATE: 2023-03-21

REPORT #: OPS-23-022

PREPARED BY: Bryan McMillan

DEPARTMENT: Operations Services

BACKGROUND INFORMATION

The purpose of this Information Report is to inform the Town Council of the Award of Tender for the 2023 Hot Mix Asphalt Program. The program's tendering conformed with By-Law No. 4701A-18 (Procurement of Goods and Services for the Corporation of the Town of Niagara-on-the-Lake).

The Hot Mix Asphalt program has been included in the Draft 2023 Capital and Operating Budget and consists of milling and paving of the following:

- Concession 6 Road from Line 4 Road to Line 5 Road
- Concession 6 Road from Line 5 Road to Line 6 Road
- Penner Street from Four Mile Creek Road to Elden Street to Niagara Stone Road

The Request for Tender (RFT) was prepared by the Engineering Department within Public Works and advertised on the Town of Niagara-on-the-Lake website and the Town's e-procurement website, Bids and Tenders.

On February 14, 2023, the following submissions for the 2023 Hot Mix Asphalt Program RFT were opened and reviewed:

<u>Company</u>	<u>Tender Amount (excl. applicable taxes)</u>
Rankin Construction	\$484,325.00
Walker Construction	\$495,275.00
Associated Paving and Materials Ltd	\$548,276.40
Circle P Paving	\$557,750.00
Brennan Paving	\$587,701.00

The total estimated cost of the complete project (excluding applicable taxes) is as follows:

Contract Cost	\$484,325.00
Geotechnical	\$ 5,000.00
<u>Staff Time & Approval Fees</u>	<u>\$ 5,000.00</u>
Total Costs	\$494,325.00

The project funding, as per the Draft 2023 Capital Budgets, is as follows:

C02048 Concession 6 Road from Line 4 Road to Line 5 Road	\$220,000.00
C02049 Concession 6 Road from Line 5 Road to Line 6 Road	\$220,000.00
C01912 Penner Street from Four Mile Creek Road to Niagara Stone Road	<u>\$139,510.00</u>
	\$579,510.00

NEXT STEP / CONCLUSION

Sufficient funds are available to cover the proposed works in 2023. The 2023 capital budget is still under deliberation. As the 2023 capital budget is not yet approved, moving ahead with these projects will commit an amount of \$494,325 plus tax to the 2023 capital program.

Following receipt of this report, Staff will schedule a pre-construction meeting to discuss the particulars of the Hot Mix Asphalt Program with the successful contractor, Rankin Construction.

Construction is anticipated to commence in May 2023 and will take approximately four weeks to complete.

The Engineering Section within Public Works will work with the Corporate Communications team to provide proper notification of the works to the impacted residents and general public before the start of construction.

ATTACHMENTS

- N/A

The Corporation of the Town of Niagara-on-the-Lake Information Report to Council

SUBJECT: 2023 Surface Treatment Program

DATE: 2023-03-21

REPORT #: OPS-23-023

PREPARED BY: Bryan McMillan

DEPARTMENT: Operations Services

BACKGROUND INFORMATION

The purpose of this Information Report is to inform Council about the Award of Tender for the 2023 Surface Treatment Program. The program's tendering process conformed with By-Law No. 4701A-18 (Procurement of Goods and Services for the Corporation of the Town of Niagara-on-the-Lake).

The Surface Treatment Program has been included in the Draft 2023 Roads Operating Budget and consists of applying emulsion and stone to existing roads in need of maintenance.

The Request for Tender was prepared by the Engineering Division within Public Works and advertised on the Town of Niagara-on-the-Lake website, at the Niagara & Hamilton/Halton Construction Association offices, and on the Town's e-procurement website, Bids and Tenders.

On February 14, 2023, the following submissions for the 2023 Surface Treatment Program Request for Tender (RFT) were opened and reviewed:

<u>Company</u>	<u>Tender Amount (excluding applicable taxes)</u>
<i>Walker Construction Limited</i>	<i>\$182,800.00 (lowest qualified bid)</i>
Circle P Paving	\$189,600.00

The total estimated cost of the complete project (excluding applicable taxes) is as follows:

Contract Cost	\$182,800.00
Staff Time & Approval Fees	<u>\$ 2,000.00</u>
Total Costs	\$184,800.00

The project funding, as per the Draft 2023 Roads Operating Budget, is as follows:

Surface Treatment-320-2500-41000	\$185,000.00
----------------------------------	--------------

NEXT STEP / CONCLUSION

Sufficient funds are available to cover the proposed works in 2023. The 2023 budget is still under deliberation. As the 2023 budget is not yet approved, moving ahead with these works will commit an amount of \$185,000 plus tax to the 2023 operating budget, which is a \$20,000 increase over the 2022 amount.

Following receipt of this report, Staff will schedule a pre-construction meeting to discuss the particulars of the Roads Surface Treatment Program with the successful contractor, Walker Construction Limited.

Construction is anticipated to commence in May 2023 and will take approximately two weeks to complete.

The Engineering Section within Public Works will work with the Corporate Communications team to provide proper notification of the works to the residents before the start of construction.

ATTACHMENTS

- N/A

The Corporation of the Town of Niagara-on-the-Lake Information Report to Council

SUBJECT: By-law Enforcement Metrics – February 2023
DATE: 2023-03-01
REPORT #: CS-23-009
PREPARED BY: Erin Montanaro
DEPARTMENT: Corporate Services

BACKGROUND INFORMATION

The purpose of this report is to inform Council of By-law Enforcement metrics for the Town of Niagara-on-the-Lake during February 2023.

By-law Enforcement is part of the Clerks and Legislative Services Division and is responsible for investigating and resolving By-law violation complaints. The Municipal Act, 2001 allows municipalities to pass by-laws to regulate many areas affecting health, safety and the enjoyment of property. In August 2021, Council approved Report No. CDS-21-022 regarding the required amendments to the Town's by-laws to allow for the implementation of the Administrative Monetary Penalty System (AMPS). AMPS provides the municipality with a means to encourage compliance and efficiently deter non-compliance. The Administrative Monetary Penalty System became active in Niagara-on-the-Lake on September 7, 2021. At that time, Staff committed to providing regular enforcement metrics.

The By-laws enforced through AMPS include: Animal Care & Control (By-law 4512-11), Clean Yards (By-law 5190-19), Fences (By-law 4778-14), Fireworks Sale of and Use (By-law 5172-19), Noise (By-law 4588-12), Nuisance (By-law 4397-10), Parks (By-law 5306-21), Property Standards (By-law 5192-19), Short Term Rentals (By-law 4634-13), Sign (By-law 4586-12), Site Alteration (By-law 3941-05), Swimming Pool (By-law 5155-19), Private Trees (By-law 4571-12), and Public Trees (By-law 5139-19).

By-law Enforcement Metrics for February 2023

By-law Enforcement metrics for the Town of Niagara-on-the-Lake between **February 1 and February 28, 2023**, are attached as **Appendix I**.

In February 2023, there was an increase in the number of by-law investigations. Staff undertook **12** Municipal Law Enforcement (MLE) investigations and **11** Property Standards Investigations. Town Staff issued **4** AMPS ticket in February.

By-law Enforcement Staff was able to meet the daily requirements of the municipality and build upon the significant progress made on some of the Town's recent enforcement initiatives.

Additional information related to the core enforcement areas is provided below.

Parking – There were **638** parking penalties issued, representing an 84% increase in the number of tickets compared to February 2022. Parking tickets were issued by seasonal and full-time Parking Enforcement Officers. Staff will continue to issue parking tickets proactively, in addition to responding to complaints.

Short Term Rental (STR) – Throughout February, By-law staff focused on achieving compliance with the Short-Term Rental (STR) By-law. Building on the progress from previous months, Staff continued to gain compliance by taking a proactive approach. Staff will take an educational approach as a first step in achieving compliance, followed by enforcement through penalties should compliance not be achieved voluntarily.

There were 4 AMPS tickets issued in February for Short Term Rental non-compliance. As non-compliance numbers can change daily, By-law staff anticipates that the number of non-compliant operators will be maintained in the range of 0 to 10 at any given time. STR compliance remains an area of high priority within the By-law division.

Summary – The table below provides a monthly summary of the Service Requests directly related to the By-law Enforcement Division, including a comparison to the previous year.

Town of Niagara-on-the-Lake By-law Data for February 2023		
	February 2022	February 2023
Parking Penalty Notices Issued	347	638
Screenings for Parking Notices	5	15
Special Enforcement Area Penalties Issued*	0	0
By-law MLE Investigations	12	12
Property Standards Investigations**	3	11
Tree Permit Exemptions	1	5
Tree Permits Issued	0	4
Tree Permit Denials	0	0
Tree Investigations	0	4
Tree By-law Penalties Issued	0	0
Short Term Rental Investigations	3	2
Short Term Rental Penalties Issued	3	4
Other By-law Penalties Issued	0	0
Total AMPS Penalties Issued	3	4

Town of Niagara-on-the-Lake Overall By-law Data for 2023	
Total AMPS Penalties Issued in 2023	5
Total Short Term Rental Penalties Issued in 2023	5
Total Tree By-law Penalties Issued in 2023	0
Total Other By-law Penalties Issued in 2023	0

* *Special Enforcement Area increased fines are in place from March 15th to November 15th in accordance with the by-law. (SEA Officer began July 27, 2021)*

** *Property Standards Investigations include Property Standards, Long Grass and Clean Yards*

Attached as **Appendix I** is the By-law Metrics Infographic for February 2023.

NEXT STEP / CONCLUSION

The Town's By-Law Enforcement Section will continue to provide a monthly update to Council regarding the By-law metrics.

ATTACHMENTS

- **Appendix I** – By-law Metrics Infographic for February 2023

TOWN OF NIAGARA-ON-THE-LAKE

APPENDIX I

BY-LAW BREAKDOWN FOR FEBRUARY 2023

4 

AMPS* Tickets
(Total)

4 

Short Term
Rental Penalty
Notices

11 

Property Standards
Investigations

12 

By-law
Investigations

638 

Parking Tickets

Page 160 of 225

*AMPS: Administrative Monetary Penalty System

The Corporation of the Town of Niagara-on-the-Lake Information Report to Council

SUBJECT: ERO Posting 019-6619 – Municipal Reporting on Planning Matters
DATE: 2023-03-21
REPORT #: CDS-23-056
PREPARED BY: Kirsten McCauley, MCIP, RPP
DEPARTMENT: Community & Development Services

BACKGROUND INFORMATION

This report has been prepared to provide Council information on the proposed Minister's Regulation under the *Planning Act*. The regulation was posted on the Environmental Registry of Ontario (ERO) on February 6, 2023, and it was open for comments until March 8, 2023.

The posting includes a list of municipalities to which the regulation will apply. Niagara-on-the-Lake is not included on the list; however, the information provided indicates that the Minister may amend the regulation to include additional municipalities as needed.

As proposed, the regulation would require municipalities to collect and regularly submit data on planning applications/matters. The Province would use this information to monitor the Housing Supply Action Plan commitments and measure progress toward constructing 1.5 million new homes over the next ten (10) years.

The new regulation has been introduced to increase transparency around land use planning approvals by allowing the Ministry to track application timelines, identify streamlining opportunities, and collect data needed to make evidence-based planning and housing policy decisions.

Generally, the information/data collection proposed by the regulation is information municipalities currently track as part of their planning processes. Municipalities would be required to report on planning application approvals for:

- Official plan amendment applications,
- Zoning by-law amendments,
- Plans of condominium,
- Plans of subdivision,
- Site plan applications,
- Severances (consents),

- Minor variances, and
- The number of housing units built as-of-right.

Reporting on the above planning approval information would be completed quarterly, beginning June 30, 2023. More details can be found in **Appendix I – Proposed Data to be Reported**.

In addition, selected municipalities will be required to report information on the following:

- Areas identified as strategic growth areas (e.g., Glendale)
- Areas subject to intensification targets,
- Employment areas and employment area conversions,
- Existing water and wastewater infrastructure, and
- Major transit station area boundaries.

Finally, municipalities would be required to collect and submit all required data from the past five (5) years, from 2018 to 2022.

The Town of Niagara-on-the-Lake currently tracks information on application volume. For example, Table 1 below details the number of applications processed in 2021 and 2022.

Table 1: Applications Processed in 2021 and 2022

Application Type	2021	2022
Official plan amendments	5	5
Zoning by-law amendments	13	26
Plans of condominium (new)	0	1
Plans of subdivision (new)	0	3
Site plan applications	22	12
Severances (consents)	21	33
Minor variances	42	48
Number of housing units built as-of-right	n/a	n/a

Planning Staff has not historically tracked all the application data currently under consideration.

NEXT STEP / CONCLUSION

Planning Staff supports a uniform, province-wide growth monitoring and tracking methodology. Staff will be collecting application data as part of a monitoring program to track growth and the implementation of the policies of the new Official Plan (once approved). Staff will report on growth monitoring to Council annually or more frequently if the Province imposes requirements on the Town.

As noted, the Town is not included in the list of municipalities required to report. Staff reviewed the ERO posting but did not submit comments.

ATTACHMENTS

- **Appendix I – Proposed Data to be Reported**

Proposed Data to be Reported

Data Element	Information for Collection	Frequency of Reporting
Community Infrastructure and Housing Accelerator Tool and Ministers Zoning Orders	<ul style="list-style-type: none"> • Number of building permits issued to date • Downstream planning approval status 	Annual Reporting Due by March 31 of the next calendar year (e.g., information for 2022 due March 31, 2023).
Land Severance (Consent)	<ul style="list-style-type: none"> • Application Number • Application Address • Date Application Submitted • Date Application Deemed Complete • Application Status <ul style="list-style-type: none"> ○ Under Review ○ Application Approved ○ Application Refused ○ If appealed to Ontario Land Tribunal or Local Appeal Body, whether it is an appeal of: <ul style="list-style-type: none"> ▪ Condition ▪ Decision ▪ Non-decision ▪ Third Party Appeal • Date of Decision (if applicable) 	Quarterly Reporting: <ol style="list-style-type: none"> 1. Q1: January 1 – March 31, due by June 30 2. Q2: April 1 – June 30, due by September 30 3. Q3: July 1 – September 30, due by December 31 4. Q4: October 1 – December 31, due by March 31 (of the next calendar year)
Minor Variance Application	<ul style="list-style-type: none"> • Application Number • Application Address • Date Application Submitted • Date Application Deemed Complete • Application Status <ul style="list-style-type: none"> ○ Under Review 	Quarterly Reporting: <ol style="list-style-type: none"> 1. Q1: January 1 – March 31, due by June 30 2. Q2: April 1 – June 30, due by September 30 3. Q3: July 1 – September 30, due by December 31

	<ul style="list-style-type: none"> ○ Application Approved ○ Application Refused ○ If appealed to Ontario Land Tribunal or Local Appeal Body, whether it is an appeal of: <ul style="list-style-type: none"> ▪ Condition ▪ Decision ▪ Non-decision ▪ Third Party Appeal • Date of Decision (if applicable) • Proposed Use 	Q4: October 1 – December 31, due by March 31 (of the next calendar year)
Official Plan Amendment Applications	<ul style="list-style-type: none"> • Application Number • Application Address • Date Application Submitted • Date Application Deemed Complete • Application Status <ul style="list-style-type: none"> ○ Under Review ○ Application Approved ○ Application Refused ○ If appealed to Ontario Land Tribunal, whether it is an appeal of: <ul style="list-style-type: none"> ▪ Decision ▪ Non-decision ▪ Third Party Appeal • Date of Decision (if applicable) • Proposed Designation • Heritage Status 	Quarterly Reporting: <ol style="list-style-type: none"> 1. Q1: January 1 – March 31, due by June 30 2. Q2: April 1 – June 30, due by September 30 3. Q3: July 1 – September 30, due by December 31 4. Q4: October 1 – December 31, due by March 31 (of the next calendar year)
Plan of Condominium	<ul style="list-style-type: none"> • Application Number • Application Address • Date Application Submitted • Date Application Deemed Complete • Application Status <ul style="list-style-type: none"> ○ Under Review ○ Application Approved ○ Application Refused 	Quarterly Reporting: <ol style="list-style-type: none"> 1. Q1: January 1 – March 31, due by June 30 2. Q2: April 1 – June 30, due by September 30 3. Q3: July 1 – September 30, due by December 31 4. Q4: October 1 – December 31, due by March 31 (of the next calendar year)

	<ul style="list-style-type: none"> ○ If appealed to Ontario Land Tribunal, whether it is an appeal of: <ul style="list-style-type: none"> ▪ Condition ▪ Decision ▪ Non-decision ▪ Third Party Appeal • Date of Decision (if applicable) • Date Registered (if applicable) <ul style="list-style-type: none"> ○ If registered, number of registered new residential condominium units • Proposed Use • Proposed Number of Net New Residential Condo Units 	
Plan of Subdivision	<ul style="list-style-type: none"> • Application Number • Application Address • Date Application Submitted • Date Application Deemed Complete • Application Status <ul style="list-style-type: none"> ○ Under Review ○ Application Approved ○ Application Refused ○ If appealed to Ontario Land Tribunal, whether it is an appeal of: <ul style="list-style-type: none"> ▪ Condition ▪ Decision ▪ Non-decision ▪ Third Party Appeal • Date of Decision (if applicable) • Date Registered (if applicable) <ul style="list-style-type: none"> ○ If registered, number of registered new residential lots • Proposed Use • Proposed Number of Net New Residential Lots • Heritage Status 	<p>Quarterly Reporting:</p> <ol style="list-style-type: none"> 1. Q1: January 1 – March 31, due by June 30 2. Q2: April 1 – June 30, due by September 30 3. Q3: July 1 – September 30, due by December 31 4. Q4: October 1 – December 31, due by March 31 (of the next calendar year)

Site Plan Application	<ul style="list-style-type: none"> • Application Number • Application Address • Date Application Submitted • Date Application Deemed Complete • Application Status <ul style="list-style-type: none"> ○ Under Review ○ Application Approved ○ Application Refused ○ If appealed to Ontario Land Tribunal or Local Appeal Body, whether it is an appeal of: <ul style="list-style-type: none"> ▪ Condition ▪ Decision ▪ Non-decision ▪ Third Party Appeal • Date of Decision (if applicable) • Proposed Use 	Quarterly Reporting: <ol style="list-style-type: none"> 1. Q1: January 1 – March 31, due by June 30 2. Q2: April 1 – June 30, due by September 30 3. Q3: July 1 – September 30, due by December 31 4. Q4: October 1 – December 31, due by March 31 (of the next calendar year)
Zoning Bylaw Amendment Application	<ul style="list-style-type: none"> • Application Number • Application Address • Date Application Submitted • Date Application Deemed Complete • Application Status <ul style="list-style-type: none"> ○ Submitted ○ Under Review ○ Application Approved ○ Application Refused ○ If appealed to the Ontario Land Tribunal, whether it is an appeal of: <ul style="list-style-type: none"> ▪ Condition ▪ Decision ▪ Non-decision ▪ Third Party Appeal • Date of Decision (if applicable) • Proposed Use • Heritage Status 	Quarterly Reporting: <ol style="list-style-type: none"> 1. Q1: January 1 – March 31, due by June 30 2. Q2: April 1 – June 30, due by September 30 3. Q3: July 1 – September 30, due by December 31 4. Q4: October 1 – December 31, due by March 31 (of the next calendar year)

<p>Areas identified as a Strategic Growth Area with a minimum target</p>	<ul style="list-style-type: none"> • A copy of the geospatial data identifying areas identified as a strategic growth area with a minimum target for your municipality. Indicate as part of the data attributes the applicable density targets, development phasing policies and other relevant policy or zoning requirements, where applicable and appropriate. <ul style="list-style-type: none"> ○ Brief description of the data ○ Date created ○ Date updated (if newer) ○ Update frequency (if applicable) ○ Spatial referencing information (map projection, coordinate systems, geodetic model, geographic extent) ○ List of data attributes and a data dictionary ○ Data collection and process (if available) ○ Data accuracy (e.g., the scale the data can be used at) (if available) ○ Copyright information <ul style="list-style-type: none"> ▪ Indicate if boundaries are developed using Ontario Parcel Data, Ontario Road Network, or other data sources which may have separate copyright considerations. ○ Contact information • Description of the file format (e.g., ESRI shapefile) 	<p>Annual Reporting Due by March 31 of the next calendar year (e.g., information for 2022 due March 31, 2023).</p>
<p>Areas Subject to an Intensification Target</p>	<ul style="list-style-type: none"> • A copy of the geospatial data identifying areas subject to an intensification target for your municipality. Indicate as part of the data attributes any applicable targets. <ul style="list-style-type: none"> ○ Brief description of the data ○ Date created ○ Date updated (if newer) ○ Update frequency (if applicable) ○ Spatial referencing information (map projection, coordinate systems, geodetic model, geographic extent) ○ List of data attributes and a data dictionary 	<p>Annual Reporting Due by March 31 of the next calendar year (e.g., information for 2022 due March 31, 2023).</p>

	<ul style="list-style-type: none"> ○ Data collection and process (if available) ○ Data accuracy (e.g., the scale the data can be used at) (if available) ○ Copyright information <ul style="list-style-type: none"> ▪ Indicate if boundaries are developed using Ontario Parcel Data, Ontario Road Network, or other data sources which may have separate copyright considerations. ○ Contact information • Description of the file format (e.g., ESRI shapefile) 	
Employment Areas	<ul style="list-style-type: none"> • A copy of the geospatial data identifying employment areas in your municipality. Indicate as part of the data attributes the applicable density targets, development phasing policies and other relevant policy or zoning requirements, where applicable and appropriate. <ul style="list-style-type: none"> ○ Brief description of the data ○ Date created ○ Date updated (if newer) ○ Update frequency (if applicable) ○ Spatial referencing information (map projection, coordinate systems, geodetic model, geographic extent) ○ List of data attributes and a data dictionary ○ Data collection and process (if available) ○ Data accuracy (e.g., the scale the data can be used at) (if available) ○ Copyright information <ul style="list-style-type: none"> ▪ Indicate if boundaries are developed using Ontario Parcel Data, Ontario Road Network, or other data sources which may have separate copyright considerations. ○ Contact information • Description of the file format (e.g., ESRI shapefile) 	<p>Annual Reporting Due by March 31 of the next calendar year (e.g., information for 2022 due March 31, 2023).</p>

Employment Area Conversions	<ul style="list-style-type: none"> • A copy of the geospatial data identifying employment area conversions in your municipality. <ul style="list-style-type: none"> ○ Brief description of the data ○ Date created ○ Date updated (if newer) ○ Update frequency (if applicable) ○ Spatial referencing information (map projection, coordinate systems, geodetic model, geographic extent) ○ List of data attributes and a data dictionary ○ Data collection and process (if available) ○ Data accuracy (e.g., the scale the data can be used at) (if available) ○ Copyright information <ul style="list-style-type: none"> ▪ Indicate if boundaries are developed using Ontario Parcel Data, Ontario Road Network, or other data sources which may have separate copyright considerations. ○ Contact information • Description of the file format (e.g., ESRI shapefile) 	Annual Reporting Due by March 31 of the next calendar year (e.g., information for 2022 due March 31, 2023).
Existing water and wastewater infrastructure	<ul style="list-style-type: none"> • A copy of the geospatial data for the existing and under construction water and wastewater trunk lines and locations of municipal water and wastewater treatment plants in your municipality. <ul style="list-style-type: none"> ○ Brief description of the data ○ Date created ○ Date updated (if newer) ○ Update frequency (if applicable) ○ Spatial referencing information (map projection, coordinate systems, geodetic model, geographic extent) ○ List of data attributes and a data dictionary ○ Data collection and process (if available) ○ Data accuracy (e.g., the scale the data can be used at) (if available) 	Annual Reporting <ul style="list-style-type: none"> • Due by March 31 of the next calendar year (e.g., information for 2022 due March 31, 2023).

	<ul style="list-style-type: none"> ○ Copyright information <ul style="list-style-type: none"> ▪ Indicate if boundaries are developed using Ontario Parcel Data, Ontario Road Network, or other data sources which may have separate copyright considerations. ○ Contact information for Technical Questions ○ Description of the file format (e.g., ESRI shapefile) 	
Major Transit Station Area Boundaries	<ul style="list-style-type: none"> • A copy of the geospatial data identifying major transit station area boundaries in your municipality. Indicate as part of the data attributes any applicable inclusionary zoning, density targets, development phasing requirements and other relevant policy or zoning requirements, where applicable and appropriate; and • A copy of the geospatial data of any changes to major transit station area boundaries. • For both items: <ul style="list-style-type: none"> ○ Brief description of the data ○ Date created ○ Date updated (if newer) ○ Update frequency (if applicable) ○ Spatial referencing information (map projection, coordinate systems, geodetic model, geographic extent) ○ List of data attributes and a data dictionary ○ Data collection and process (if available) ○ Data accuracy (e.g., the scale the data can be used at) (if available) ○ Copyright information <ul style="list-style-type: none"> ▪ Indicate if boundaries are developed using Ontario Parcel Data, Ontario Road Network, or other data sources which may have separate copyright considerations. ○ Contact information 	Annual Reporting Due by March 31 of the next calendar year (e.g., information for 2022 due March 31, 2023).

	<ul style="list-style-type: none"> ○ Description of the file format (e.g., ESRI shapefile) 	
Settlement Area Boundaries	<ul style="list-style-type: none"> • • A copy of the geospatial data for all existing settlement area boundaries for your municipality; and • (Optional) A copy of the geospatial data for any settlement area boundary expansion(s). • For both items: <ul style="list-style-type: none"> ○ Brief description of the data ○ Date created ○ Date updated (if newer) ○ Update frequency (if applicable) ○ Spatial referencing information (map projection, coordinate systems, geodetic model, geographic extent) ○ List of data attributes and a data dictionary ○ Data collection and process (if available) ○ Data accuracy (e.g., the scale the data can be used at) (if available) ○ Copyright information <ul style="list-style-type: none"> ▪ Indicate if boundaries are developed using Ontario Parcel Data, Ontario Road Network, or other data sources which may have separate copyright considerations. ○ Contact information ○ Description of the file format (e.g., ESRI shapefile) 	Annual Reporting <ul style="list-style-type: none"> • Due by March 31 of the next calendar year (e.g., information for 2022 due March 31, 2023).

The Corporation of the Town of Niagara-on-the-Lake Information Report to Council

SUBJECT: Planning for Progress – Status Update #2 (March 2023)
DATE: 2023-03-21
REPORT #: CDS-23-057
PREPARED BY: Kirsten McCauley, MCIP, RPP
DEPARTMENT: Community & Development Services

BACKGROUND INFORMATION

This report has been prepared to provide the second status update on the Planning for Progress action directed by Council at its November 22, 2021, meeting.

Staff provided the first status update at the June 13, 2022, Committee of the Whole-General Meeting. Report No. CDS-22-032 is included as **Appendix I**.

The Planning for Progress exercise identified twenty-six (26) option items/recommendations. These items were broken into the following categories:

- **Items 1 to 6 –** **Priority Actions**
- **Items 7 to 15 –** **Quick Wins**
- **Items 16 to 19 –** **Escalation Items**
- **Items 20 to 26 –** **Items Requiring More Review**

Town Council subsequently added the preparation of a Character Study for Randwood and John Street East to the list of action items originally directed for action at the November 22 meeting.

In addition to the Planning for Progress items and Character Study, the Town's Official Plan remains an essential priority to advance as part of the Planning for Progress body of work. Planning Staff has been working with the Region on the Official Plan conformity review.

Attached as **Appendix II** is a PowerPoint slide presentation outlining the status of each action item, its original direction, and the action taken to date or go-forward direction.

NEXT STEP / CONCLUSION

Unless otherwise directed, Staff will continue to advance the Planning for Progress items, as

indicated in the attached Powerpoint slide deck, and report to Council concerning the status or changes at regular intervals.

ATTACHMENTS

- **Appendix I** – Staff Report No. CDS-22-032
- **Appendix II** – Planning for Progress Status Update 2 PowerPoint



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The Corporation of the Town of Niagara-on-the-Lake Information Report to Council

SUBJECT: Planning for Progress Status Update
DATE: 2022-06-13
REPORT #: CDS-22-032
PREPARED BY: Kirsten McCauley
DEPARTMENT: Community & Development Services

BACKGROUND INFORMATION

At the end of August 2021, Art Zuidema was retained to provide forward-looking legal advice on planning matters and conduct an education session with Members of Council and Senior Staff respecting planning law and planning matters at the Town. One of the goals of this session was to establish a common, up-to-date knowledge base amongst members of Council.

The outcome of this exercise was twenty-six (26) Planning for Progress action items. These action items were broken down as follows:

- Items 1-6 – Priority Actions
- Items 7-15 – Quick Wins
- Items 16-19 – Escalation Items
- Items 20-26 - Items Requiring More Review

At its meeting on November 22, 2021, Council received a report and presentation on the Planning for Progress project and approved the following resolution:

Moved by Councillor Gary Burroughs, seconded by Councillor Norm Arsenault, that the following path be adopted as recommended by Art Zuidema in his presentation, Planning at Niagara-on-the-Lake: Planning for Progress, of November 22, 2021:

1. *Six (6) Priority Items directed for implementation by Council on September 29, 2021 (Review of Next Steps);*
2. *Direction to:*
 - *Report on two (2) Quick Wins (Nos. 7 and 10) in Q1 2022;*
 - *Proceed on remaining seven (7) Quick Wins 4 recommended Council decision path;*
3. *Direction to Report back to Council on four (4) Escalation Items in Q1 2022;*

4. Council Review of Items Requiring more review before a recommendation to Council can be made, which suggestions that:
 - Items Nos. 20 21 22 23 24 and 25 be held in abeyance and revisited in Q1 2022;
5. With respect to Item No. 26, Council requests a report be presented in early 2022.

COUNCILLOR	YEA	NAY
NORM ARSENAULT	X	
AL BISBACK	X	
GARY BURROUGHS	X	
CLARE CAMERON	X	
WENDY CHEROPITA	X	
SANDRA O'CONNOR	X	
ERWIN WIENS		
JOHN WIENS		
LORD MAYOR BETTY DISERO	X	
TOTALS	7	

- resolution #5, **APPROVED.**

A copy of the Planning for Progress action items table is included as **Appendix I.**

Since the November 22, 2021 report, a new Director of Community and Development Services has been hired, and a meeting of the Steering Committee has been convened. It is anticipated that the work on the action items will move forward more rapidly in the coming months, with the new director now in place.

Staff are now providing a status update on the progress of the action items. The six (6) priority items approved by Council are reported on independently. For the Quick Wins, Escalation Items, and Items Requiring More Review, not all action items have an update. Staff have only provided updates where work has advanced; however, all items were discussed by the Steering Committee and continue to be considered as the work progresses. Staff will also continue to look for efficiencies in the items to avoid duplication of work, where possible.

Priority Action Items:

Action Item #1: Rezone the Old Town with more restrictive performance standards (height, coverage, side, front and back setbacks, parking, basement coverage and height etc.)

Provincial intensification requirements are suggested for incorporation through the Official Plan conformity exercise.

Staff has drafted a general outline for the review of the Zoning By-law in Old Town. The Steering Committee is currently reviewing parameters for this project and will be procuring a consultant. This work will also include a review of Niagara-on-the-Lake's Official Plan Amendment 78, as well as other applicable policies, to determine how zoning can implement its direction or if an additional policy is required via the Official Plan to achieve the intent of the zoning. Further, this work may benefit from a Secondary Plan to provide more detailed policy direction for the Old Town.

The work plan will include online facilitated sessions with the public to inform the topic areas to be addressed by the chosen consultants.

The rezoning of the Old Town and review of existing Official Plan policies (OPA 78 and others) in the Old Town area, with the possibility of a secondary plan, are viewed to be one consulting project for continuity purposes.

Once the TOR is finalized, Staff can issue a request for quotations for this work.

Action Item #2: Conduct a “Beyond the Basics” Heritage Training session for planners and members of Council and a “beyond the basics” training session for the Heritage Committee to establish a common baseline of knowledge on jurisdiction, provincial regulatory changes, provincial policy changes, opportunities, constraints, roles and best practices.

The Town has hired Dan Schneider and Marcus Letourneau to provide heritage training sessions. Dan completed initial interviews with key stakeholders to gather local information on opportunities and challenges with heritage planning in NOTL. This information will also assist in tailoring the presentation to key areas of interest.

The heritage training session with the Municipal Heritage Committee (MHC) took place on Tuesday, June 7, 2022.

The heritage training session with Council is scheduled for Monday, June 20, 2022.

The information garnered from the stakeholder interviews, heritage training sessions, and feedback from the sessions will result in a Heritage Training Manual for future Staff, Council and Municipal Heritage Committee members. The sessions will also be video streamed and recorded for future use.

Action Item #3: In addition to existing completed work, expand the Heritage Conservation District, and update heritage plans, processes and policies where required by conducting a gap analysis and best practices review. Develop a sound foundation which will support policy-based advice and decisions that are clear and consistent.

A Terms of Reference for the Heritage Conservation District Expansion Study and Plan Update has been drafted. The Steering Committee is reviewing it, and it will be finalized in the coming weeks.

Information collected from the Heritage Training Workshop may also be beneficial in finalizing this work plan.

Once the request is circulated for proposals, a gap analysis and best practices review is anticipated to be completed.

Action Item #4: Designate properties and areas meriting designation.

Work will proceed after the heritage workshops have been completed.

Action Item #5: Confirm the direction for density in Glendale with the Region through a Terms of Reference that is approved by NOTL Council to ensure that the progress of the project is monitored, and that Council is consulted for approval at appropriate junctures as the Secondary Planning process is being shepherded by the Region and its consultant.

The Region presented an overview of the project to Council on January 24, 2022. The Request for Proposal was issued shortly after this. The Region is taking the lead on project management and funding, with the intent of working closely and collaboratively with the Town.

The project was recently awarded to The Planning Partnership (TPP). TPP will manage a group of consultants to undertake the project and the various component studies to inform the final land use plan.

The successful proposal came in over the initial budget. The Region requested some funding support from the Town. The Town was able to shift items that were allocated funding through the Planning for Progress work to support the Region and allow for contract award. A summary of the funding adjustment is provided below:

- \$10,000 allocated to the 'Secondary Plan Design Guide' (*Item #21*) will be reallocated. This project was put in abeyance, pending a report in 2022. Staff will be preparing this report and will request funding in the 2023 to move forward with this action item.
- \$10,000 allocated to 'Planning Process Mapping' (*Item #20*) will be reallocated. Staff has reviewed this item and determined that this work could be completed internally.

A project kick-off meeting occurred at the end of May.

Engagement sessions have initially been identified through the consultant work plan and Staff will keep Council apprised of these opportunities.

Action Item #6: Consider whether to expedite the finalization of OPA 78 and ensure that there are sufficient solid Official Plan policies that direct growth away from the Old Town.

The Appeal of OPA 78 has been withdrawn. A final Order from the Tribunal has not yet been received and will be requested by the Town's solicitor.

The direction of both OPA 78, as well as the policies of the adopted Official Plan, will be reviewed as part of the Town's Official Plan conformity exercise and Old Town rezoning initiative.

As noted above, the Town may also consider Official Plan policy or a Secondary Plan to support the direction of the Old Town Zoning By-law Review.

Quick Wins:

Action Item #7: Assuming there is sufficient need, hire additional heritage Staff to get properties designated, the district expanded, requisite policy developed and manage future workloads.

Information from the Heritage Training sessions and progress on priority action items #3 and #4 will inform direction for this item.

Action Item #8: Create a roster of independent planning consultants, including consultants outside of the Region, who are up to speed with NOTL policies and mobilized to advise Council in a timely fashion. Send out packages of materials to roster members to determine outside planning support when planning recommendations are not followed by Council and an appeal is launched.

A roster of independent planning consultants has been prepared and has been successfully utilized for the retaining of a planning consultant for a recent appeal that has yet to be before the Tribunal.

Action Item #9: Develop a yearly Planning Department Work Plan that is approved by Council and comes back to Council on a quarterly or half-yearly basis for tweaking and resource confirmation.

Preparation of a fulsome work plan is underway. Staff has utilized the Planning for Progress action items table as an initial work plan to report back to Council. A more formalized work plan, as well as information on development applications, process review, outstanding items and other priorities will be compiled into a comprehensive department work plan and presented to Council in the coming months.

Action Item #12: Include executive summaries in planning reports.

Report templates have been updated through the introduction of Escribe.

Staff will monitor the implementation of the changes and may adjust other aspects of reporting to ensure that information is clear and concise for Council.

Action Item #14: Put your best foot forward for OLT hearings, including rooms/sound systems/parking and accommodations.

While OLT hearings continue to be held virtually, Staff has started preliminary discussions for future Tribunal hearing accommodation plans to ensure that the Town can provide appropriate decision-making environments if and when in-person hearings resume.

Escalation Items:

Action Items 16 and 17: Regarding lobbying the Province, MZO's and special considerations for NOTL.

The Staff Steering Committee views efforts to lobby the Province to be premature until other preparatory work, such as the items within this report, has proceeded.

Action Item 19: Consider enhancing the Complete Application approach set out in the Official Plan.

In light of changes made through Bill 109, the complete application approach, and any efficiencies and enhancements to this approach, will be reviewed over the summer months. This work will be

done internally by Planning Staff. Staff will also monitor the changes to development review taken by other municipalities throughout the Region, and others, to inform the best approach for NOTL.

Items for Review :

Action Item 20, 21 and 26: Three items are being considered further by the Staff Steering Committee, namely a review of the planning process to give Council an earlier opportunity to review and participate as the decision-maker in the municipal development process, the extent to which current Secondary Plans warrant updating and the incorporation of sufficient Design Guidelines, and opportunities for a pilot Community Planning Permit System (CPPS) area. As noted above, two of these items will be adjusted in light of the funding redirection; however, they will continue to be considered and advanced as part of the Planning for Progress work.

Other Planning Items:

Proposed Town Official Plan and Conformity Exercise: The Region is bringing forward the final Niagara Official Plan (NOP) for adoption on June 15 (Planning and Economic Development Committee) and June 23 (Regional Council). Provided it is adopted by Council, it would be forwarded to the Minister for approval. The Provincial deadline is July 1, 2022.

The proposed NOTL Official Plan (OP) was adopted in 2019 and will need to be updated to conform with the NOP. This exercise will also bring it into conformity with Provincial policy and plans.

Staff has had initial discussions on the adopted OP and the requirements with the Region. Some of the work that was initially required for the Town's OP, has now been undertaken and completed by the Region as part of the NOP.

In addition, the Region intends to provide a document to assist local municipalities with conformity. This should help to streamline the update process.

Staff will continue to engage with the Region on how to advance this project and complete the Town's OP conformity review as expeditiously as possible.

Character Study for Randwood and John Street East: In December 2021, Council amended the Planning for Progress work plan to include the completion of this Character Study, with a funding source allocated, and directed Staff to issue a Request for Proposal (RFP). Staff has reviewed and revised the RFP to confirm its direction and study area per the direction provided. Staff will be initiating this process in the coming weeks.

Development Applications: In the future, Staff will provide more detailed reporting on development application activity in NOTL. This reporting will also include information on monitoring and metrics to demonstrate how the Town is implementing Provincial, Regional and local planning policies and assist in proactively responding to growth in the future.

NEXT STEP / CONCLUSION

This report is provided for Council's information. Planning Staff will continue to advance the items above and report back with general updates on the Planning for Progress work at regular intervals. In the coming months, Staff will also be providing more specific updates as individual action items are advanced and/or completed.

ATTACHMENTS

- **Appendix I** - November 2021 Planning Workshop Presentation

Planning at Niagara-on-the-Lake Planning for Progress Update #2



Council Resolution

Moved by Councillor Gary Burroughs, seconded by Councillor Norm Arsenault, that the following path be adopted as recommended by Art Zuidema in his presentation, Planning at Niagara-on-the-Lake: Planning for Progress, of November 22, 2021:

- 1. Six Priority Items directed for implementation by Council on September 29, 2021 (Review of Next Steps);*
- 2. Direction to:*
 - Report on two (2) Quick Wins (Nos. 7 and 10) in Q1 2022;*
 - Proceed on remaining seven (7) Quick Wins 4 recommended Council decision path;*
- 3. Direction to Report back to Council on four (4) Escalation Items in Q1 2022;*
- 4. Council Review of Items Requiring more review before a recommendation to Council can be made, which suggestions that:*
 - Items Nos. 20 21 22 23 24 and 25 be held in abeyance and revisited in Q1 2022;*
- 5. With respect to Item No. 26, Council requests a report be presented in early 2022.*

Priority Action Items



Priority Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
1. Rezone the Old Town with more restrictive performance standards (height, coverage, side, front, and back setbacks, parking, basement coverage and height etc.)	<p>Contract will be awarded from pre-qualified roster</p> <p>Online, front-ended, public session to obtain community input</p> <p>Official Plan (OP) work is related to Zoning</p>	<p>Ready for RFP</p> <p>Considering coordination with broader Comprehensive Zoning By-law Review</p> <p>OP work will be reviewed concurrently</p>

Priority Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
<p>2. Conduct a “Beyond the Basics” Heritage Training session for planners and members of Council and a “beyond the basics” training session for the Heritage Committee to establish a common base line of knowledge on jurisdiction, provincial regulatory changes, provincial policy changes, opportunities, constraints, roles and best practices</p>	<p>Training completed with previous Council and Municipal Heritage Committee</p> <p>Training Summary report provided to Council on September 26, 2022 (CDS-22-079)</p>	<p>Training proposed for Council and Heritage Committee in light of Bill 23 changes</p> <p>Scheduled March 21, 2023</p>

Priority Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
<p>3. In addition to existing completed work, expand the Heritage Conservation District, and update heritage plans, processes and policies where required by conducting a gap analysis and best practices review. Develop a sound foundation which will support policy-based advice and decisions that are clear and consistent</p>	<p>Conduct gap analysis and best practices review while the Request for Proposal (RFP) is out to market</p> <p>Phased project with separate work components identified and proposed timing</p>	<p>Recommended training will assist in Council providing go-forward direction</p> <p>Draft Terms of Reference prepared to advance this initiative</p> <p>Working with a consultant to undertake preliminary review of area and make recommendations for study area</p>

Priority Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
4. Designate properties and areas meriting designation	<p>Staff initially proposed that this prioritization be completed as part of the Heritage Workshop (Priority #2 – Beyond the Basics Heritage Training)</p> <p>In advance of the workshop, MHC Council Members, MHC Chair, the Town Historian and Lord Mayor were to be consulted for comments and suggestions</p>	<p>Affected by Bill 23</p> <p>Prioritization of the Register is required. Working with a consultant to undertake initial review and make recommendations to Staff, MHC and Council to prioritize designations</p> <p>Budget request for heritage consulting to provide opportunity to designate more properties per year</p>

Priority Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
<p>5. Confirm the direction for density in Glendale with the Region through a Terms of Reference that is approved by NOTL Council to ensure that the progress of the project is monitored, and that Council is consulted for approval at appropriate junctures as the Secondary Planning process is being shepherded by the Region and its consultants</p>	<p>Work leading to a Terms of Reference (TOR) has begun at a Staff level</p> <p>The TOR will come to Council</p>	<p>Terms of Reference completed</p> <p>Consultant engaged and work proceeding</p> <p>The Planning Partnership leading the project. Phase 1 update to Council in January, 2023. Phase 2 engagement planned for April, 2023</p>

Priority Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
<p>6. Consider whether to expedite the finalization of OPA 78 and ensure that there are sufficient solid Official Plan policies that direct growth away from the Old Town</p>	<p>Have a consultant planner review and opine on the strength of the current policy direction. Are additional policies required? Is a secondary plan for Old Town recommended? Are Urban Design Guidelines appropriate for Old Town?</p> <p>Appeal of OPA 78 has been withdrawn. In effect as of September 30, 2022</p> <p>OP work is related to Zoning. If projects have independent consultants, there should be communication between same</p>	<p>OPA 78 should be reviewed through conformity exercise for the adopted Official Plan and considered through the zoning by-law review</p>

Quick Wins



Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
7. Assuming there is sufficient need, hire additional heritage staff to get properties designated, the district expanded, requisite policy developed and manage future workloads	Reassess as option items progress	Emerging Bill 23 priority 2023 Operating Budget request
8. Create a roster of independent planning consultants, including consultants outside of the Region, who are up to speed with NOTL policies and mobilized to advise Council in a timely fashion. Send out packages of materials to roster members to determine outside planning support when planning recommendations are not followed by Council and an appeal is launched.		Completed

Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
9. Develop a yearly Planning Department Work Plan that is approved by Council and comes back to Council on a quarterly or half yearly basis for tweaking and resource confirmation	Work on this list has commenced To be presented in Q1 2022	In progress To be presented in Q2 2023
10. Until sufficient policy (OP and Zoning) in place, retain (planner and lawyer) to do all intensification (severance/variance/zoning) hearings to get consistency over time and buffer the in-house planners from workload demands and emotionally charged matters	Before any resourcing decisions are made, the upcoming Tribunal list will be reviewed Planned for Q1 2022	On hold Note Bill 23 changes to appeal process (third party appeals for CofA)

Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
11. With a resourced Department, enable and encourage planning staff to be solution oriented/creative to address concerns of Council		Completed
12. Include executive summaries in planning reports		Completed
13. To reduce risk, time and costs consider utilizing: a) OLT mediation on all planning appeals; and/or b) Voluntary third-party mediation		Completed/Ongoing

Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
14. Put your best foot forward for LPAT/OLT hearings including rooms/sound systems/parking and accommodations		Video conferencing continues Incremental steps being taken
15. Make periodic market adjustments to ensure that NOTL is competitive in attracting Planning Staff		Will report when warranted/recommended

Escalation Items

Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
16. Request a Provincial Ministerial Zoning Order (MZO) to eliminate appeals entirely in particular areas where sufficient justification can be provided	Work is required before sufficient justification can be provided	Groundwork commenced
17. Lobby the Province to allow municipalities to have more time to review the intensification proposals where the municipalities have identified and finalized intensification areas for growth plan targets	Intensification planning is required before this item could proceed	<p>Work underway to review, identify and confirm the intensification areas in the Town's Official Plan</p> <p>May require supporting municipalities</p> <p>Bill 109 timelines make achieving this item more challenging</p>

Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
18. Lobby the Province to provide relief such that use of an Interim Control By-law for Cannabis does not count as use under the Planning Act	Consultation with Legal Counsel is advisable first	No longer a concern as ICB cooling off period ends in July 2023
19. Consider enhancing the Complete Application approach set out in the Official Plan	A detailed review of complete application process is needed for current and proposed Official Plan	Reviewing this process as a result of the shortened timelines and financial impacts made through Bill 109

Items Requiring More Review



Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
20. Review the planning process to provide Council members and Council with planning proposal materials earlier and give Council an earlier opportunity to review and participate as the decision maker in the municipal development process	Map out processes and timing	<p>Bill 109 review of planning process underway, including review of when and how to engage</p> <p>Reviewing opportunities for early engagement</p>

Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
21. Update the Secondary Plans and ensure that there are sufficient Design Guidelines for geographic sub areas (this will provide control/guidance and certainty for applicants)	<p>Conduct an environmental scan of current design guidelines</p> <p>Are design guidelines or a secondary plan recommended for Old Town</p>	<p>Secondary Plans should be reviewed as part of the adopted Official Plan</p> <p>The work plan will identify a hierarchy for review of existing Secondary Plan and recommend locations for new Secondary Plans</p>
22. Hire an in-house lawyer for OLT/LPAT and planning matters to reduce costs		Not recommended at this time

Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
23. Comprehensively review winery policies including a review of whether there is sufficient policy to appropriately balance enhanced winery viability and the protection of rural sensitive uses from winery operations including accessory uses		<p>Preliminary review being completed with the adopted Official Plan. More detailed direction required</p> <p>Consultant required</p> <p>Consideration given through the Tourism Strategy work</p>
24. Have Council replace the Committee of Adjustment (COA)	A thorough review of past decisions is required to advance this item	Not recommended at this time

Action item	Previous Path/Trajectory	Status/Go-forward Recommendation
25. Committee of Adjustment Guidelines. Council creates criteria by by-law based on caselaw	A thorough review of caselaw would be required	Not recommended at this time
26. Review the pros and cons of a Community Planning Permit System (CPPS) Pilot in contrast to the current policy framework	<p>A thorough review of work done to date and work to re-engage would be needed</p> <p>Policy required in the Official Plan</p>	<p>Focus on completing the review and conformity exercise for the adopted Official Plan. CPPS policies will be included</p> <p>Consideration being given through Bill 109 review</p>

Other Items

Other items	Previous Path/Trajectory	Status/Go-forward Recommendation
Character Study for Randwood and John Street East	Not originally identified in the Planning for Progress work	Work underway and Phase 1 nearing completion with upcoming public engagement
New Official Plan	Not originally identified in the Planning for Progress work	Staff consulting with the Region on the required conformity work. An update was shared with Council via report CDS-22-058

The Corporation of the Town of Niagara-on-the-Lake Information Report to Council

SUBJECT: ShopNOTL Update and Next Steps
DATE: 2023-02-21
REPORT #: CAO-23-012
PREPARED BY: Kathy Weiss, Project Facilitator
DEPARTMENT: CAO/Administration

BACKGROUND INFORMATION

ShopNOTL.ca, a Niagara-on-the-Lake (NOTL) Economic Development initiative, was developed to support the local business community. This website, separate from the Town's website, provides a comprehensive online Business Directory and acts as a one-stop-shop for residents and visitors to shop locally. ShopNOTL connects NOTL businesses and customers by showcasing the superb and diverse business community and providing a simple, direct link to local business websites and other pertinent contact information. This site also fosters the partnership between the Town and the business community, helping to re-stimulate the local economy post-COVID-19 by supporting and promoting all things local.

On February 4, 2022, the ShopNOTL site was launched. Within the first 30 days of the launch, 248 out of approximately 320 NOTL companies registered on ShopNOTL (78%). The total number of site visits within the same time frame totalled 2,300 visitors. The two-week campaign was intended to reach NOTL and Regional residents; however, as identified in the ShopNOTL google analytics report, the campaign reached a worldwide audience, including site visitors from the United States, India, the United Kingdom, China, Mexico and Ireland.

On July 11, 2022, the Town launched a second campaign. This campaign was intended to encourage residents and visitors to use ShopNOTL to learn about new businesses. The 3-week promotional campaign included social media, Bell Media, and GO Train advertising and relocating some ShopNOTL pole banners to new strategic locations.

Executive Summary

- While ShopNOTL was initially created as a "shop local" initiative during the COVID-19 pandemic, the initiative has evolved into an inclusive NOTL Business Directory.
- Feedback from the business community has informed the upcoming evolution. Based on this feedback, the following updates will be made to the site:
 - A Name Change will be made
 - A Business-to-Business (B2B) Component will be added

- The name of ShopNOTL will be changed to **ExperienceNOTL**. Staff are creating the new logo/branding and will begin the new marketing campaign for ExperienceNOTL in April 2023.
- In April 2023, the new Business-to-Business Component will also be added. This forum provides a private, easy-to-use online space for local businesses to foster communication on various business requests and topics of interest. The addition will help foster continued economic growth for NOTL businesses, the Town and the Region of Niagara by improving and creating local business connections and local business transactions.
- Moving forward, the NOTL Chamber of Commerce will assist in marketing the ExperienceNOTL site. Staff will work with the NOTL Chamber of Commerce to merge databases and add the Chamber logo to all members' listings. The Town will continue to maintain the database.
- Staff will track comparative data and monitor outcomes to ensure ExperienceNOTL remains an effective platform for local businesses.

Project Update and Discussion

This report aims to provide Town Council with an update concerning the future direction of ShopNOTL. These updates include:

1. A Site Name Change
2. A Business-to-Business (B2B) Component
3. Niagara-on-the-Lake Chamber of Commerce / Tourism NOTL Partnership

1. Site Name Change

During the Tourism Business Retention and Expansion (BR&E) P, the Project Facilitator gathered the following feedback related to ShopNOTL during company visits:

- "It will be nice to have an inclusive business directory for NOTL."
- "It's a good idea, and we are interested in seeing where it goes."
- "The name is misleading as it projects the site to be only for shopping."
- "The "shop local" program was started to encourage local shopping during COVID-19, which makes it less relevant now."

While ShopNOTL was originally a "shop local" initiative during the COVID pandemic, the vision has now transformed into an inclusive NOTL Business Directory.

Based on feedback from the business community, The Town is making a name change from ShopNOTL to ExperienceNOTL. Businesses have identified the restrictions associated with the word "Shop" and noted that the site provides many other experiences rather than just "shopping." Staff feels the word "Experience" better reflects the site's intent.

In the comfort of their home, office, or walking down the street, residents and visitors can search by category and discover all that NOTL has to offer. Promotional cards with a QR code displaying ExperienceNOTL will also be strategically placed in participating businesses so individuals can instantly, with the scan of a mobile device, have access to this inclusive business directory.

2. Business-to-Business (B2B) Component

As identified in a January 21, 2022, Information Report to Council, the original vision for Phase Two of the ShopNOTL initiative was to expand the platform to provide the local business

community with a Business to Business (B2B) forum, as suggested by the business community. This forum provides a private, easy-to-use online space for local businesses to foster communication on various business requests and topics of interest.

The B2B forum includes, but is not limited to, the following:

- An online repository for the Town to share brand guidelines, photography, videos, new activities or programs
- Search capabilities
- Promotional opportunities
- A space to collaborate on projects
- Opportunities to pursue/solicit potential vendors and sponsors and seek feedback/advice
- A space to provide updates or website links encouraging fellow business owners to look through services offered
- Personalization of content and experiences
- Opportunities to submit stories, photos, and videos to encourage the local business community

This new feature will foster continued economic growth for NOTL businesses, the Town and the Region of Niagara by improving and creating local business connections and local business transactions. Registration is required to enter the B2B portal and is restricted to businesses already listed on the ShopNOTL website. Town Staff will be responsible for approving registrations and content uploads.

3. Niagara-on-the-Lake Chamber / Tourism NOTL Partnership

The NOTL Chamber of Commerce has expressed its support of ExperienceNOTL and agreed to assist in marketing the site. Moving forward, the Town and the NOTL Chamber of Commerce will market one inclusive NOTL business directory with Chamber members identified with the Chamber logo on their listing. The Town will continue to maintain the database with ongoing support from the NOTL Chamber of Commerce.

Project Schedule

- **March 2023:** Finalize the new logo/branding for the new site name
- **April 2023:** Launch Phase 2 - B2B Section and New Site Name
(Audience: Current ShopNOTL Businesses, Community Members)

Email Blast:

- Announce name change & why
- Announce new B2B platform (as noted above)
- Announce partnership with NOTL Chamber of Commerce
- Share marketing plans for 2023 (Spring/Summer Marketing Campaigns)
- Pitch businesses on promoting ExperienceNOTL by displaying brochures in business locations
- Pitch campaign to track how many customers are coming from ExperienceNOTL

Social Media:

- Three weeks, 1X per week

- Facebook, Instagram, Twitter

Media Release:

- Announce the new site name
- Announce a comprehensive Business Directory
- Announce promotion – mention ExperienceNOTL to merchants and receive a free gift (TBD)

** Staff will monitor registrations to determine future marketing campaigns.*

- **June 2023: Summer Marketing Campaign**
(Audience: Residents and Visitors)

Marketing Tactics:

- Social Media
- Town Website
- Radio & Newsprint
- Promotional Items

Budget

The cost associated with this next phase of the project is \$3,000. This amount includes adding the B2B Forum onto the platform, rebranding the logo to reflect the new name (ExperienceNOTL), and promotional giveaways. The total amount is being funded through the Niagara Region's contribution of \$15,000 towards the Town's Business Retention and Expansion Project (BR&E). The remaining contribution is allocated to cover the remaining costs associated with the BR&E Project.

Engagement

Engagement with the business community is ongoing through the BR&E company visits, including asking the following questions related to ShopNOTL:

1. Is your business registered on ShopNOTL?
2. Has your business benefited to date from ShopNOTL?
3. Is there anything you would like to suggest to make ShopNOTL work better for your business?

In summary, 90% of companies visited through the BR&E program are registered with ShopNOTL, with the remaining 10% signing up immediately after the visit. Based on feedback from most of the businesses, it has been challenging to determine if revenues have increased due to ShopNOTL. Moving forward, Staff will design a tracking system and measure results annually. Requesting a name change for ShopNOTL was a common theme during the discussions.

On January 10, 2023, Town Staff met with STAY NOTL's (formerly the NOTL Bed & Breakfast Association) Board of Directors and presented ShopNOTL and the proposed future direction. The intent was to garner support for the Town to market the platform as a service to their members whose guests are looking for places to eat, things to do, where to shop, and other general services they require. Additional follow-up is pending.

NEXT STEPS / CONCLUSION

Town Staff will change the name from ShopNOTL to **ExperienceNOTL**, create the new logo/branding and begin the marketing campaign in April 2023. Staff will work with the NOTL Chamber of Commerce to merge databases and add the Chamber logo to all members' listings.

Staff will continue tracking comparative data and monitoring outcomes to ensure ExperienceNOTL remains an effective platform for local businesses.

Staff will also continue to provide status updates to Council on the ExperienceNOTL initiative.

The Corporation of the Town of Niagara-on-the-Lake Information Report to Council

SUBJECT: Informal Site Visits by Members of Council – Open Meeting Requirements of the Municipal Act, 2001

DATE: 2023-03-21

REPORT #: CAO-23-040

PREPARED BY: Marnie Cluckie, Chief Administrative Officer

DEPARTMENT: CAO/Administration

BACKGROUND INFORMATION

At its Council meeting on December 20, 2022, Councillor Vizzari raised an item of new business regarding Town Council's approach to invitations to Council for "off the record" meetings and attendance at external organization's facilities or sites.

Local businesses and organizations occasionally invite all members of Council to their premises to provide information to the members about their business, development, or some issue related.

While Councillor Vizzari noted she supported meeting with organizations to gather information and build and strengthen relationships, she raised a concern about such visits being held in the absence of the public. She suggested that instead of such visits, the Town of Niagara-on-the-Lake should adopt a practice of inviting organizations to present at a regular meeting of Council where the public could attend and observe and obtain the same information that would be provided to members of Council.

Given the orientation training Town Council and Staff received on December 6, 8, and 13, 2022, about good governance and open/closed meetings of Council, Staff also had concerns about the legality of conducting site visits or facility tours with members of Council. In particular, Staff was concerned about whether such gatherings would contravene the open meeting requirements of the Municipal Act, 2001, and wanted to investigate further. Staff is conscious of the crucial public purpose served by the open meeting rule and believes it should be considered in determining the Town of Niagara-on-the-Lake (the "Town") policy concerning informal site visits by members of Council.

At the December 20 Council meeting, Council deferred this matter to Staff to provide a report to Council for consideration.

Following the December 20 meeting, Staff reviewed the orientation training materials and applicable legislation. The Chief Administrative Officer (CAO) also engaged John Mascarini of Aird Berlis to provide a legal opinion to the Town concerning informal site visits attended by members of Council related to the open meeting requirements of the *Municipal Act, 2001*. The legal opinion is attached as **Appendix I** to this report.

NEXT STEP / CONCLUSION

After careful review, legal counsel determined that a site visit or attendance at a property by all the members of Council can constitute a “meeting” under the *Municipal Act, 2001*.

Also, to the extent a site visit “materially advances” Council business or decision-making in any way, it may constitute a “meeting.” There is, unfortunately, no general standard that could guide members as to what would cross the line in any given instance. However, if such site visits are not observable by the general public as they are in process, this can constitute a contravention of the *Municipal Act, 2001*.

The members do not intend to convene a formal meeting, nor would any disclaimer of the meeting being “off the record” be relevant.

The goal of the open meeting rule is to enhance transparency and openness of local government and inform the electorate about how decisions are made and on what basis. Even if members of Council do their best to refrain from discussing Town business at a site visit, the surrounding context and the mere fact of attending a site may lead to public speculation about what actually transpired; this can risk the loss of public confidence in local government which the open meeting rule seeks to enhance.

Therefore, the Town’s legal counsel supports the recommendation that Council invite any persons, parties or organizations wishing to inform members of their businesses, plans or proposals to present such information to Council. Questions that members may have can then be answered at an open meeting. This is a preferred approach to having Council attend individual site visits.

ATTACHMENTS

- **Appendix I** - Legal Opinion re Informal Council Site Visits and Open Meeting Rule



John Mascarin
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PRIVILEGED & CONFIDENTIAL

February 7, 2023

File No.: 106879

Marnie Cluckie
Chief Administrative Officer
The Corporation of the Town of Niagara-on-the-Lake
1593 Four Mile Creek Road
P.O. Box 100
Virgil, ON
L0S 1T0

Dear Ms. Cluckie:

**Re: Informal Site Visits by Members of Council
Open Meeting Requirements of the *Municipal Act, 2001***

We have been asked to provide a legal opinion to The Corporation of the Town of Niagara-on-the-Lake (the “**Town**”) with respect to informal or “off the record” site visits attended by all members of Council vis-à-vis the application of the open meeting requirements of the *Municipal Act, 2001*.¹

Executive Summary

A site visit, attendance at a property, or any similar gathering of all (or a majority of) the members of Council can constitute an improper closed meeting under the *Municipal Act, 2001*. The members need not have an intention to convene a formal meeting, nor would any disclaimer of the meeting being “off the record” be relevant.

Whether a “meeting” has occurred is based on the statutory definition, which has two conjunctive factual requirements: (i) a quorum of members of the council are present, and (ii) those members “materially advance” the business or decision-making of council in any way.

If the context of a site visit satisfies the aforementioned two criteria, the site visit will constitute a “meeting.” To the extent it is not accessible to and observable by the public, the meeting can be found to be in contravention of the open meeting requirements of the *Municipal Act, 2001*.

In addition, there are practical and logistical issues with attempting to ensure such a site visit is open to the public. As such, we would recommend against authorizing a practice or protocol of attending site visits as a whole of Council.

¹ *Municipal Act, 2001*, S.O. 2001, c. 25.

Background

At its meeting on December 20, 2022, Councillor Vizzari raised an item of new business regarding the attendance by members of Council at facilities or sites. We understand that in the past, local businesses and organizations have occasionally invited all of the members of Council to their facilities or premises to provide information to the members about their business or some issue related thereto.

Councillor Vizzari raised a concern with such visits being held in the absence of the public. She suggested that instead of such visits, the Town should adopt a practice of inviting organizations to present at a regular meeting of Council where the public could attend and observe, and obtain the same information that would be provided to members of Council.

After some discussion, Council provided informal direction to Town staff to report back on options for adopting such a protocol.

Following this meeting, an issue was raised as to the legality of conducting site visits or facility tours with all members of Council. In particular, Town staff have raised a concern as to whether such gatherings would contravene the open meeting requirements of the *Municipal Act, 2001*.

Analysis

1. The History and Purpose of the “Open Meeting Rule”

Originally, in Ontario, all meetings or deliberations of a municipal council were held in private, to the exclusion of the general public. Under the common law, there was no obligation on a municipality to hold its meetings in a public forum.²

The first version of an “open meeting” requirement was introduced in *The Consolidated Municipal Act, 1922*, which required that “regular meetings” of a council to be open to the public, but still allowed committee and other meetings to be held in a closed forum.³ The statute led to an opaque decision-making process where municipal councils could cloak the substance of their discussions in the secrecy of a “committee meeting,” and subsequently ratify decisions in a brief “regular council meeting” without much discussion or public scrutiny.⁴

This historical practice was revised by the enactment of the *Planning and Municipal Statute Law Amendment Act, 1994*⁵ which adopted the contemporary version of the open meeting rule. The open meeting requirement is currently enshrined in subsection 239(1) of the *Municipal Act, 2001*, which provides as follows:

² See e.g. *Journal Printing Co. v. McVeity* (1915), 1915 CarswellOnt 86, 33 O.L.R. 166 (Ont. C.A.).

³ *The Consolidated Municipal Act, 1922*, S.O. 1922, c. 72, s. 199:

199 (1) The ordinary meetings of every council shall be open and no person shall be excluded therefrom except for improper conduct.

⁴ Ontario, *Report of the Provincial/Municipal Working Committee on Open Meetings and Access to Information* (Toronto: The Committee, July 1984) at p. 2; [**“Working Committee on Open Meetings”**].

⁵ *Planning and Municipal Statute Law Amendment Act, 1994*, S.O. 1994, c. 23.

Meetings open to public

239 (1) Except as provided in this section, all meetings shall be open to the public.

The purpose of the open meeting rule is to promote transparency in local government. The courts have identified two rationales for the open meeting requirement: to increase public confidence in local government, and to prevent secrecy in decision making.⁶

However, the statute recognizes that in some circumstances, there is a legitimate need to discuss certain matters in private to protect the interests of the municipality.⁷ To this end, section 239 sets out fourteen (14) limited exceptions to this default rule based on the subject matter to be discussed at a meeting. This balances the important public purpose of transparency and the public's right to observe municipal government in process with the legitimate needs of a municipality to discuss certain matters in private.

2. Application of the Open Meeting Requirements to “Meetings”

The requirements of section 239 of the *Municipal Act, 2001* are engaged whenever a municipality holds a “meeting,” which bears a specific definition for the purpose of the open meeting rule:

Definitions

238 (1) In this section and in sections 239 to 239.2,

...

“meeting” means any regular, special or other meeting of a council, of a local board or of a committee of either of them, where,

- (a) a quorum of members is present, and
- (b) members discuss or otherwise deal with any matter in a way that materially advances the business or decision-making of the council, local board or committee.⁸

Previously, a “meeting” was defined in the *Municipal Act, 2001* as “any regular, special or other meeting of a council, of a local board or of a committee of either of them.”⁹ This changed with the enactment of the *Modernizing Ontario’s Municipal Legislation Act, 2017*,¹⁰ which amended a series of provisions in the *Municipal Act, 2001*, all aimed at enhancing transparency and accountability of municipal administration.

⁶ *Brantford (City) v. Montour* (2013), 15 M.P.L.R. (5th) 175, at para. 45 (Ont. C.A.).

⁷ See e.g., *Working Committee on Open Meetings*, supra note 4, at p. 7.

⁸ “Committee” is defined in subsection 238(1) of the *Municipal Act, 2001* as “any advisory or other committee, subcommittee or similar entity of which at least 50 per cent of the members are also members of one or more councils or local boards.”

⁹ *Municipal Act, 2001*, s. 238(1), *sub verbo* “meeting”, as it read on May 29, 2017.

¹⁰ *Modernizing Ontario’s Municipal Legislation Act, 2017*, S.O. 2017, c. 10 (Bill 68).

Currently, there are two requirements for a gathering of members to constitute a “meeting” for the purpose of the open meeting requirements of the *Municipal Act, 2001*:

- a “quorum” of members – or the majority of members of council¹¹ – must be present;¹² and
- the members discuss or otherwise deal with any matter in a way that “materially advances the business or decision making of council”.

Although the gathering must be attended by a majority of members, a social event or dinner would not automatically constitute a “meeting.” However, if the members assembled begin to discuss matters that would ordinarily constitute council business, it could constitute a “meeting” which would trigger the requirements of the open meeting rule.

While regularly scheduled meetings of a council are to be held at its public offices,¹³ holding a gathering outside of the traditional meeting place (i.e., council chambers) would not circumvent the definition of a meeting.

Furthermore, the intention of the members assembled is not relevant to this determination, nor any disclaimer that such a meeting is being held “off the record.” The key consideration is whether a quorum of members is present and “materially advances” some item of council business.

3. “Materially Advancing” the Business and Decision Making of Council

Much like any legislation, the definition of a “meeting” must be interpreted in accordance with the modern approach to statutory interpretation: the words of that provision must be read in their ordinary meaning, within their entire context in the *Municipal Act, 2001*, in a manner that is harmonious with the objective of the open meeting rule and the Legislature’s intention in enacting it.¹⁴ A textual analysis of this provision, when parsed into its operative components, also helps to better understand the scope of the definition.

i. Textual Analysis

First, the actions that may constitute a “meeting” require that the members “discuss” or “otherwise deal with” some item of council business. The inclusion of the words “otherwise deal with” in this provision indicates an intention on the part of the Legislature that any manner of dealing with council business might constitute a meeting. It is not strictly limited to dialogue or deliberations between members.

¹¹ *Municipal Act, 2001*, s. 237(1).

¹² Physical presence, rather than electronic participation, was previously required in order for a member to be counted toward a quorum. However, as a result of the COVID-19 Pandemic, s. 238 of the *Municipal Act, 2001* was amended to permit municipalities to amend their procedure by-law to allow members participating virtually to be counted toward quorum: see *COVID-19 Economic Recovery Act, 2020*, S.O. 2020, c. 18, Sched. 12, s. 1.

¹³ *Municipal Act, 2001*, s. 236(1).

¹⁴ Elmer A. Driedger, *The Construction of Statutes*, 2nd ed., (Toronto, Butterworths, 1983) at p. 87.

Second, the definition scopes the subject matter that might constitute a meeting to “the business or decision-making of council.” Socializing or discussing popular culture or sports would obviously not fall within the ordinary meaning of these words. However, where a topic relates to a municipality’s legislative mandate, powers, or matters of significance in the local community, it would relate more closely to the business or decision-making of council. The Legislature has chosen to describe the subject matter as including both “decision-making” (e.g., deliberating, voting, or reaching a consensus) but also the “business.” This parallelism must be understood as extending the definition of “meeting” beyond an informal version of the decision-making processes of council, such as straw poll votes or reaching a consensus. Rather, this phrase should be understood as also including a group consideration of the general affairs of the municipal corporation.

Lastly, and most importantly, the phrase “materially advances” establishes a threshold within the definition of “meeting.” It is not enough that a quorum of members be together where an item of council business is merely mentioned. Rather, the members must “materially advance” that matter.

The phrase “materially advances” is not defined in the *Municipal Act, 2001*, nor is it immediately apparent what the ordinary meaning of this phrase entails. In our view, whether something “materially advances” the business or decision-making of council is primarily a factual determination based on the subject matter, the nature of the discussions, and the surrounding circumstances.

Although not decided under the current iteration of the *Municipal Act, 2001*, early jurisprudence also articulated the standard of “materially advancing” council business. In *Southam Inc. v. Ottawa (City)*, the Ontario Divisional Court held that in assessing whether a meeting of council has taken place, it is not enough that a matter be discussed, but that it be “materially” moved forward toward a decision:

Clearly, it is not a question of whether all or any of the ritual trappings of a formal meeting of council are observed...The key would appear to be whether the councillors are requested to (or do in fact attend without summons) attend a function at which matters which would ordinarily form the basis of council's business are dealt with in such a way as to move them materially along the way in the overall spectrum of a council decision. In other words, is the public being deprived of the opportunity to observe a material part of the decision-making process? [emphasis added]¹⁵

Despite this guidance, it is not evident these words have a single plausible interpretation.

ii. Legislative History

Legislative debates on Bill 68 help shed light into the intent of redefining the word “meeting.” On the second reading of the Bill, the Honourable Bill Mauro, the then-Minister of Municipal Affairs and Housing, stated that the amendment to the definition of “meeting” would “provide greater clarity and help ensure that a simple coffee chat between two councillors is not considered a

¹⁵ *Southam Inc. v. Ottawa (City)* (1991), 10 M.P.L.R. (2d) 76, at para. 12 (Ont. Div. Ct.).

meeting requiring public scrutiny.”¹⁶ General debate on the Bill also demonstrates that the Legislature did not intend social gatherings to be caught by this definition.¹⁷

However, detailed discussion of Bill 68, and particularly hearings of the Standing Committee on Social Policy to which the Bill was referred, demonstrate a general confusion as to what was really meant by the standard of “materially advancing.” Although this amendment was intended to bring clarity to the previously circular definition of “meeting,” the legislation did not establish any “bright line” test.

To this end, Progressive Conservative MPP Ernie Hardeman, the then-Critic for Municipal Affairs and Housing, moved a motion at the Standing Committee in an attempt to clarify the words “materially advancing”:

“I move that section 26 of schedule 1 to the bill be amended by adding the following subsection:

“(0.1) Subsection 238(1) of the act is amended by adding the following definition:

““materially advances” means to measurably or identifiably advance;”

...

I think, Mr. Chair, we’ve had considerable debate at the public hearings on the word “advances,” that a decision being advanced at a meeting would constitute a requirement to be a meeting of council. In this bill the word “materially” was added, but no one seems to be able to identify—well, there seems to be some discrepancies as to how you identify what “materially” means.”¹⁸

A vote on the proposed amendment was lost, and the final version of Bill 68 passed by the Legislature did not contain any clarification.

iii. Case Law and Closed Meeting Investigation Reports

Reports from closed meeting investigators assist in understanding the ambit of whether an informal gathering will constitute a meeting. While these do not have the same effect as binding jurisprudence from the courts, we consider them to be persuasive.

Early closed meeting investigation reports formulated the following “working definition” of what would constitute a “meeting”:

¹⁶ Ontario, Legislative Assembly, *Hansard*, 41st Leg., 2nd sess. (Nov. 29, 2016), at 1730 (Hon. Bill Mauro).

¹⁷ Ontario, Legislative Assembly, *Hansard*, 41st Leg., 2nd sess. (Feb. 23, 2017), at 1630 (Percy Hatfield):

“Now, this doesn’t mean a few councillors can’t get together for a beer at a “buy one, get the second one free” chicken wings offer before or after a regular council meeting, but they can’t have a quorum of council at the table and they can’t cut deals on future votes.”

¹⁸ Ontario, Standing Committee on Social Policy, *Hansard Transcripts*, 41st Leg., 2nd sess. (April 25, 2017), at 1601 (Ernie Hardeman).

“Members of council (or a committee) must come together for the purpose of exercising the power or authority of the council (or committee), or for the purpose of doing the groundwork necessary to exercise that power or authority.”¹⁹

This working definition was adopted and applied in a noteworthy but controversial report of the Ontario Ombudsman which determined that an informal lunch gathering when seven members of council of the City of London met at an eating establishment constituted a “meeting” that was improperly closed to the public.²⁰ The Ombudsman’s use of this working definition was criticized for failing to consider the jurisprudence on municipal meetings, including the “materially advanced” standard espoused in *Southam Inc. v. Ottawa (City)*.²¹

Following the changes to the definition of meeting resulting from Bill 68, reports of closed meeting investigators have looked to the factual circumstances to determine whether an informal gathering “materially advanced” the business of council. The Ontario Ombudsman has commented on these requirements as follows:

“...‘materially advances’ involves considering the extent to which the discussions at issue moved forward the business of the municipality, based on factual indicators.

Discussions, debates or decisions that are intended to lead to specific outcomes or to persuade decision-makers one way or another are likely to “materially advance” the business or decision-making of a council, committee or local board. Mere receipt or exchange of information is unlikely to “materially advance” business or decision-making, as long as there is no attempt to discuss or debate that information as it relates to a specific matter that is or will be before a council, committee or local board.”²²

One factor that would indicate a matter relates to council business is whether the particular subject or decision is set to come back to council for consideration.²³

¹⁹ Ontario Ombudsman, *Don’t Let the Sun Go Down on Me: Opening the Door on the Elton John Ticket Scandal* (April 25, 2008) paras. 54-60 ; online: https://www.ombudsman.on.ca/Files/sitemedia/Documents/Resources/Reports/Municipal/SudburyReportEng2_2.pdf

²⁰ See Ontario Ombudsman, *In the Back Room: Investigation into whether members of Council for the City of London held an improper closed meeting on February 23, 2013* (October 2013); online: https://www.ombudsman.on.ca/Files/sitemedia/Images/Reports/London_BT_Final-EN_1.pdf

²¹ See *ibid*, Appendix, “Letter from John Mascarini, Christopher J. Williams of Aird & Berlis, lawyers representing Mayor Fontana and Councillors Henderson, Orser, Polhill, Van Meerbergen and White” (September 27, 2013), at pp. 3-4.

²² Ontario Ombudsman, *Investigation into a complaint about March 7, 2018 information sessions involving a quorum of councillors for the Village of Casselman* (August 2018), at paras. 30-31; online: <https://www.ombudsman.on.ca/resources/reports-and-case-summaries/municipal-meetings/2018/village-of-casselman-en>

²³ Ontario Ombudsman, *Investigation into alleged closed meetings held by the Walkerton Business Improvement Area and the Municipality of Brockton on June 13, June 20, and September 27, 2016*, (February 2017), at para. 69; online: <https://www.ombudsman.on.ca/resources/reports-and-case-summaries/municipal-meetings/2017/municipality-of-brockton>

Similarly, the receipt of information that could inform members on an item of future business or decision-making can also be relevant to determining whether council business has been materially advanced.²⁴

The reports of the Ontario Ombudsman provide a helpful starting point, but in our view, focus too narrowly on the standard of “materially advance” without due consideration for the remaining words in the statutory provision or their entire context. For example, the Ombudsman’s interpretation would capture actions with the hallmarks of formal council decision-making, such as debating, reaching a consensus, or making decisions to be ratified at a later meeting. However, anything short of these indicia will not satisfy the standard. In our view, this narrow interpretation fails to consider the Legislature’s inclusion of the words “or otherwise deals with” in parallel to “discuss,” and also that it is not some outcome that must result (e.g, a decision or consensus), but rather the process of moving forward the “business” of council.

We would also note that the exact same verbiage in the definition of “meeting” exists elsewhere in the open meeting provisions of the *Municipal Act, 2001*, yet seemingly has been given a broader interpretation. The *Municipal Act, 2001* provides for the following closed meeting exception:

Educational or training sessions

239 (3.1) A meeting of a council or local board or of a committee of either of them may be closed to the public if the following conditions are both satisfied:

1. The meeting is held for the purpose of educating or training the members.
2. At the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the council, local board or committee. [emphasis added]

Subsection 239(3.1), which has existed in the *Municipal Act, 2001* since 2006, allows a council to hold an education or training session in closed session, subject to the caveat that members refrain from “materially advancing” council business at such a session.

Closed meeting investigation reports considering this exception also indicate that even though council may only be receiving information and not making any determinations, if the information discussed or exchanged relates to a matter that council is currently considering or will make a decision on in the near future, the discussions will not fall within the scope of that exception.²⁵ The conduct of transactional business or decision-making may also fall outside the scope of the exception,²⁶ as will the identification and ranking of strategic priorities for the municipality.²⁷

²⁴ Ontario Ombudsman, *Letter from the Ontario Ombudsman to the City of Elliot Lake* (10 August 2012) at p 5; online: <https://www.ombudsman.on.ca/resources/reports-and-case-summaries/municipal-meetings/2012/city-of-elliott-lake>

²⁵ Ontario Ombudsman, *Report regarding meetings held by Midland Town Council between December 2011 and March 2012*; cited in Ontario Ombudsman, *Letter to the Town of Moosonee* (September 4, 2014); online: <https://www.ombudsman.on.ca/Files/sitemedia/Documents/Moosonee-closing.pdf>

²⁶ Local Authority Services, *Report to the Corporation of the County of Essex* (September 2009) at 13.

²⁷ Local Authority Services, *Report to the Corporation of the Township of Brock* (September 2015).

As such, the definition of “meeting” should not be limited to instances where some decision is reached, but also key steps along the way to a council decision that would ordinarily occur at a formal meeting of council. In our view, the meaning of “materially advance” should also have consideration for the exchange of information that will inform council of an impending or potential matter that will come before it. This interpretation more closely reflects the underlying purpose of the open meeting rule.

iv. Summary on Interpreting the Definition of Meeting

In considering the definition of “meeting” in its entire context and with a view to the object and purpose of the open meeting requirements, we are of the opinion that the receipt or exchange of information that is pertinent to a matter Council will consider or has the potential to consider in the near future may constitute “materially advancing” the business of council.

In enshrining the open meeting rule into law, the Legislature intended that the decision-making process – not just decision-making outcomes – be observable by the electorate. An integral part of this process is the imparting of information to decision-makers, be it through reports from municipal staff or consultants, or information provided by third parties. The rationale behind the open meeting rule dictates that this information ought to be shared with the public, and not be cloaked in secrecy. This is because an informed electorate is more likely to understand the significance of particular issues and more likely to accept decisions when they are made if the basis for those decisions is shared with the public.²⁸

There may be some items of business or sensitive information that legitimately garner a greater level of secrecy. However, the open meeting rule, particularly the closed meeting exceptions, already recognize and protect these interests. Where information does not fall within the subject matter exceptions, and by fiat, does not engage the policy reason for secrecy, it is in the public interest that these matters be shared with the public.

Applying the meaning of this definition to the issue posed in this opinion, site visits and informal gatherings with community organizations can indeed meet the standard of “materially advancing” council business where their purpose is to better inform decision-makers of an issue that council will be called upon to consider.

We offer the following example to explain this reasoning. Council may be asked by a local organization to visit a facility that it is contemplating expanding in order to grow its business. In its role as an approval authority under the *Planning Act*, Council may be called on to consider an application to rezone the property to facilitate the expansion. If all members of Council attend the site, a quorum of members would be present. This would not automatically constitute a meeting. However, during this visit, members will gain information and develop an appreciation for the site, its characteristics, and perhaps some of the issues that will be taken into consideration for the rezoning application. This exchange of information would enhance the members’ ability to make an informed decision on the application. The exchange of this information is not inappropriate in and of itself. However, to the extent information exchanged will inform a future decision of Council, that may help move Council’s decision-making process along. This might constitute “materially advancing” council business, and inadvertently constitute a “meeting.”

²⁸ *Working Committee on Open Meetings*, supra note 4, at p. 3.

As such, in our opinion, despite being informal or “off the record,” a facility tour, site visit, or attendance at a property by members of Council can constitute a “meeting” for the purposes of the open meeting rule. The intention of the municipal officials in attendance, or the fact of other individuals being in attendance, is irrelevant to whether the gathering will constitute a meeting. The only relevant considerations are whether a quorum is present, and whether the members discuss or in any other way deal with a matter that materially advances council’s business.

4. Practical Considerations and Recommendations

In addition to the legal limitations discussed above, there are important practical considerations that the Town should have regard to in relation to attending site visits or informal gatherings.

As mentioned above, the undeniable purpose of the open meeting rule is to promote openness and transparency in local government. Democratic values require that electors and the public generally be able to observe the decision-making process. The rationale behind these values was stated by the Working Committee on Open Meetings and Access to Information as follows:

The basic reason for supporting open meetings...at the local level is to foster and promote values considered essential to the democratic process. If electors are to choose their leaders intelligently; evaluate decisions and judge decision-makers; correct misinformation; respond to policy initiatives; and avail themselves of the opportunity to shape their own communities, knowledge and involvement are key.

To become knowledgeable, citizens need access to the same information as the decision-makers have before decision are made. The public should be made aware of the considerations upon which governmental decision are made. They should be allowed to go behind and beyond the decision made to see the advantages and disadvantages and possible consequences of various courses of action. Ideally, the information made available to them should be timely and presented in a form which is both usable and comprehensive. With this information, involvement becomes meaningful. Hence the further and corresponding need for citizens to be able to attend meetings, hear deliberations and make representations before municipal councils.²⁹

These essential values must be kept in mind not only in how Council conducts itself, but also how Council is seen by the public to be conducting itself.

First and foremost, based on the definition of a “meeting,” there is always some level of risk involved when a quorum of members gather together or attend a site. As indicated above, whether council business is “materially advanced” is a highly factual determination that is based on the context. Often, this determination can only be made after the fact of a gathering, and there is no “bright line” test for what topics or discussion or actions may or may not cross the line. However, unlike a formal meeting, what is discussed at an informal gathering or site visit cannot be easily controlled by any rules of procedure, or an agenda. This is especially true where third parties attend and have items they wish to raise with the members of Council. Members of Council should not put themselves in a situation where council business might be transacted, lest they inadvertently constitute themselves in a “meeting” contrary to the open meeting requirements.

²⁹ *Working Committee on Open Meetings*, supra note 4, at p. 3.

On account of this inherent risk, which in our view is not easily mitigated, it is best to err on the side of caution by not conducting site visits or informal meetings with a whole of the members of Council, or even a majority of the members. In some limited circumstances, it might be appropriate for a single member of Council, such as a relevant local councillor, to attend a site or meet with members of the community. However, this would more closely reflect that member's representative capacity as a liaison with municipal administration, not their role as a member of a deliberative decision-making body.

Second, even if members of Council completely refrain from discussing any municipal business, there may still be some level of public scrutiny as to what transpired at the informal gathering. This is especially true if the site in question is directly related to a matter that has previously come before Council, or that the public has knowledge of, such as a development site, a prospective grant recipient, or heritage property. The mere fact of attending a site or facility with private third parties may give rise to some speculation that Council-business may have been transacted. The public may legitimately wonder what information was exchanged or discussed, or whether any deals have been cut. This is especially true given that no formal meeting minutes or a video recording would follow that gathering. This would detract from rather than enhance the important public purpose served by the open meeting rule, namely the democratic value of open and transparent local government.

Lastly, even if Council chose to convene itself as a formal meeting of Council at a site visit in an attempt to comply with the open meeting rule,³⁰ the logistical and practical difficulties would be significant. If Council convenes a meeting, all the substantive and procedural requirements of the open meeting rule would apply. Chief among these is the requirement that "all meetings...be open to the public," which means that the public must be able to observe all aspects of the meeting in process and not be practically excluded from the meeting.³¹

This begs the question of how the Town would uphold its statutory obligation to ensure that all members of the public have access to and can observe all aspects of a site visit. Some sites or facilities may, by their nature, not be able to accommodate a significant number of non-municipal attendees, and others may not have enough space to accommodate any at all. In addition, because such properties are privately-owned and not under the control of the Town, an owner could refuse to grant the general public access to their property, which would be inconsistent with Council's obligation.

Based on the above considerations, we would recommend against the adoption of a policy or protocol authorizing site visits by the whole of Council. From a legal perspective, such site visits can constitute a "meeting" to which the open meeting requirements would apply. However, there is no "bright line" test for what discussions or actions may "materially advance" council business that could inform the scope of risk.

³⁰ Subsection 236(1) of the *Municipal Act, 2001* provides that council meetings shall be held at a place set out in the procedure by-law, ordinarily, council chambers. In our experience, we have not seen a procedure by-laws that expressly allow for meetings to be conducted at any site outside of the municipality's offices (i.e., as a site visit).

³¹ See e.g., Ombudsman of Ontario, *Investigation into whether Council for the City of Clarence-Rockland held illegal closed meetings on August 27 and September 15, 2014 "Access Denied"* (December 2014), online: <https://www.ombudsman.on.ca/resources/reports-and-case-summaries/municipal-meetings/2015/city-of-clarence-rockland-access-denied%E2%80%9D>

From a practical perspective, holding such a site visit as an open meeting of Council presents many logistical challenges that would not allow for Council to transact business in an efficient manner. The important public purposes of transparency, openness, and accountability requires that the public be able to observe the process of how decisions are made, not only the outcome.

Conclusion

In conclusion, a site visit or attendance at a property by all the members of Council can constitute a “meeting” under the *Municipal Act, 2001*. To the extent a site visit “materially advances” Council business or decision-making in any way, it may constitute a “meeting.” This determination is highly factual, and there is no clear demarcation or general standard that could guide members as to what would cross the line in any given instance. If such site visits are not observable by the general public as they are in process, this can constitute a contravention of the *Municipal Act, 2001*.

In our view, the important public purpose served by the open meeting rule should be considered in determining the Town’s policy in relation to site visits by members of Council. In particular, the goal of the open meeting rule is to enhance transparency and openness of local government, and inform the electorate about how decisions are made and on what basis. Even if members of Council do their best to refrain from discussing Town business at a site visit, the surrounding context and mere fact of attending a site may lead to public speculation about what actually transpired. This can risk the loss of public confidence in local government which the open meeting rule seeks to enhance.

We support the position that Council invite any persons, parties or organizations wishing to inform members of their businesses, plans or proposals to present such information to Council and to answer any questions that members may have at an open meeting of Council.

Yours truly,

AIRD & BERLIS LLP



John Mascarin

JM/JGP

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The Corporation of the Town of Niagara-on-the-Lake Information Report to Council

SUBJECT: 2022 – 2026 Council Strategic Plan Update
DATE: 2023-03-21
REPORT #: CAO-23-041
PREPARED BY: Victoria Steele, Strategy and Government Relations Officer
DEPARTMENT: CAO/Administration

BACKGROUND INFORMATION

Strategic planning is an organization's process of defining its vision, direction and long-term goals, creating specific plans to achieve them, implementing those plans, and evaluating the results.

At the beginning of each Council term, the Office of the Chief Administrative Officer coordinates the development of a Strategic Plan to establish key goals and initiatives that will move the community forward. Council's Strategic Plan provides direction to Town Staff about areas of focus as the organization works toward achieving its vision.

During the September 26, 2022, Council Meeting, the Chief Administrative Officer (CAO) presented a final update on the 2018 – 2022 Council Strategic Plan, Service Delivery Review, and Municipal Modernization initiatives.

Staff look forward to building on the success of the 2018 – 2022 Strategic Plan as Council embarks on the strategic planning process.

NEXT STEP / CONCLUSION

The purpose of this Information Report is to provide Council with a proposed process and timelines for developing the 2022 – 2026 Strategic Plan. This strategic plan process allows Council an opportunity to collaborate and confirm their priorities for the term, enabling staff to develop an implementation plan to deliver on the focus areas.

An effective strategic planning process has many benefits. It ensures organizations take the time to envision their desired future state and are aware of opportunities and challenges. It also helps them to anticipate risks and understand what resources will be needed to seize opportunities. Additionally, a robust strategic planning process provides a strong sense of direction, connects people around a shared vision, and creates accountability.

On February 9, 2023, the Senior Management Team (SMT) undertook an all-day strategic planning session to perform an internal and external environmental scan of critical issues and challenges facing the Town. The visionary and practical strategic plan process focused on refreshing the Strategic Plan that guided the previous term of Council (2018 – 2022) and identified opportunities to improve and expand the community vision.

The draft strategic planning schedule is as follows:

- **February 9, 2023:** Senior Management Team Environmental Scan and SWOT
- **March 22 – April 5, 2023:** One-on-one meetings with Council Members
- **April 19, 2023:** Joint Council and SMT Strategic Plan Session
- **May 2023:** Stakeholder Interviews and Public Engagement
- **Early June 2023:** Joint Council and SMT Strategic Plan Session
- **June 27, 2023:** Draft Plan Presentation to finalize pillars, objectives, action plans, and key performance indicators
- **July 2023:** Final Plan Presentation

It is vital that the development of the Strategic Plan is an inclusive process, engaging and collaborating with residents, business owners, agencies, community partners, staff and Council in a variety of formats. With this approach, the Strategic Plan will reflect the vision and priorities of our community, including all five villages and both urban and rural areas.

Securing confidence and buy-in from Council, Town Staff, and community stakeholders surrounding the Strategic Plan's ability to drive the Town forward is also of the utmost importance. Therefore, a robust communications plan will be developed to ensure that the engagement process and the Plan are clearly communicated to the community.

Upon Council's approval of the Strategic Plan, Staff will develop a plan for ongoing monitoring and updates to Council and the community on the action plan and strategic plan accomplishments.

Senior Management Team looks forward to working with Town Council to develop Council's 2022 – 2026 Strategic Plan. This critical document will act as a roadmap as the organization strives to achieve its shared community vision and delivers programs and services that meet the needs of the community today and into the future.