



2006 year in review | niagara ontario canada

2006

Niagara  Region
Building Community. Building Lives.



Vision

Niagara Region is recognized and valued as a destination of choice for living and growing, working and playing. We promote a shared involved community of communities integrating unique opportunities for the good of all.

Mission

The Region of Niagara: Building Community. Building Lives.

Niagara Region exists to share resources for the delivery of fundamental and mandatory services to offer a healthy, secure and prosperous lifestyle at an affordable cost.

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Council Business Plan 2004–2006 Strategic Directions

- Optimal Access to Niagara** To ensure efficient, effective movement of goods, information, services and people, to, from, within and through Niagara
- Balanced, Planned Land Use** To provide and execute a policy framework for community development and conservation that represents a balance among long-term objectives
- Environmental Stewardship** To increase the sustainability of our physical infrastructure and natural environment
- Affordable Service Excellence and Satisfying Work** Organizational effectiveness, responsiveness to citizens, and satisfying work
- Sustainable Economic Development** To create and implement an integrated economic development plan
- Healthy, Safe and Productive Communities** To meet the health and social support needs for our community through every stage of life



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PREPARED BY THE OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER AND THE CORPORATE SERVICES DEPARTMENT



Regional Council 2006 - 2010

Left to Right Top Row: Tim Rigby, Ronna Katzman, Robert Gabriel, David Lepp, Mark Bylsma, Michael Collins, Bob Saracino, Bruce Timms, Norman Puttick, Barbara Greenwood, and Bill Smeaton

Left to Right Second Row: George Marshall, Judy Casselman, Dave Augustine, Henry D'Angela, Debbie Zimmerman, Bill Hodgson, Brian Baty and Shirley Cordiner

Left to Right Bottom Row: Damian Goulbourne, Brian McMullan, Vance Badawey, Katie Trombetta, Peter Partington, Barbara Henderson, Ted Salci, Bob Bentley and Gary Burroughs

Absent: Doug Martin, Brian Heit and Cindy Forster

Regional Council Members 2003 – 2006 (Not In Photo)

Jamie Almas, Anne Angelone, George Bailey, Mayor Ron Bodner, Mayor Robin Brock, Dave Eke, Mayor Gord Harry, Jill Hildreth, Mayor Ronald Leavens, John Mastroianni, Mayor Wayne Redekop



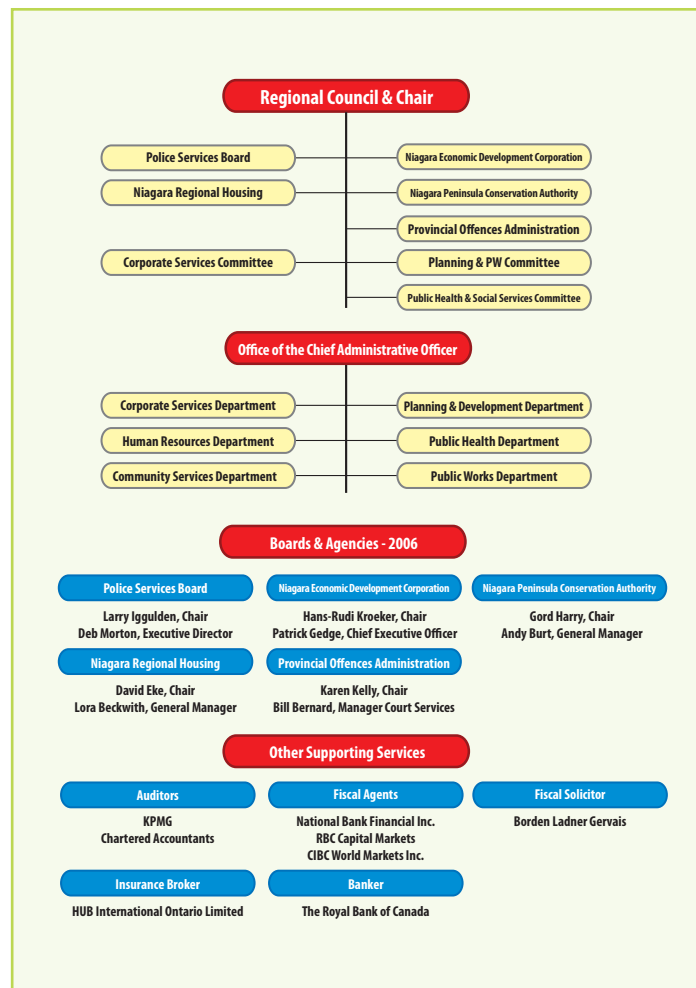
Corporate Management Team

Left to Right Seated:

John Bergsma, Commissioner Corporate Services; Mike Trojan, Chief Administrative Officer; Dr. Robin Williams, Medical Officer of Health and Public Health Commissioner

Left to Right Standing:

Corwin Cambray, Commissioner Planning and Development; Brian Hutchings, Commissioner Community Services; Ian Neville, Commissioner Public Works; John Nicol, Commissioner Human Resources





Message From Regional Chairman and Chief Administrative Officer

One voice, more than anything else, is a powerful tool

when it comes to realizing Niagara's potential both collectively as a region and as 12 individual, unique municipalities.

2006 was crowned with key achievements as a result of this collaborative approach to working with all orders of government: federal, provincial and local.

With the municipal election in November, we started a first four year municipal term with a newly elected Regional Council comprised of both fresh and returning talent. We're confident that the significant progress made in 2006 to strengthen existing and establish new partnerships toward a common vision will continue through the combined efforts of regional staff and elected representatives.

We're convinced that this "one voice" agenda is making progress on the great potential of this region. For the second year in a row, mayors and regional councillors have joined us in Toronto during Niagara Week and in Ottawa to advocate and lobby on behalf of taxpayers and citizens. This vision resulted in several successes this past year.

The province finally expanding Highway 406 across Highway 20 to relieve congestion and a commitment to do the design work for expanding the highway to four lanes south to Welland.

A recognition, in the province's 'Places to Grow' plan, of the Region's "Grow South" strategy through the designation of Welland as a Gateway Economic Centre, confirmation of the Region's goal to create a Gateway Economic Zone in the Niagara Falls/Fort Erie area, and the designation of St. Catharines as an "Urban Growth Centre".

The province's approval of plans to build a major new healthcare complex to serve St. Catharines, Thorold and Niagara-on-the-Lake, along with regional cancer treatment and a long-term mental health facility.

The province's acknowledgement that the Niagara/GTA Corridor is the number one new highway priority in Ontario.

The launch of Niagara Specialized Transit service for providing inter-municipal transportation to and from medical appointments for people with disabilities.

The completion of the 160-kilometre Greater Niagara Circle Route creating a ribbon of pathways encircling and connecting municipalities, providing residents with opportunities to bike, walk, jog, run and enjoy recreational activities along breathtaking views and historic landmarks. We embarked on an obesity prevention strategy focused on being active and health eating. The Circle Route is a key element of the TrekZone initiative.

The first phase of our regional pandemic planning came to a close with the release of the Niagara Region Influenza Pandemic Plan in January, 2007. This plan sets out a comprehensive region-wide approach for pandemic preparedness

and emergency response planning, and provides thorough information to guide local pandemic planning activities. It was prepared by representatives from Public Health, the health care sector, emergency response providers, school boards, and numerous other community stakeholders.

The Provincial-Municipal Fiscal and Service Delivery Review will shape the future of the services delivered to Ontarians by both orders of government. It's imperative to have a voice at that table, and we do through membership at the Coordinating Table, for these deliberations will have great bearing on the services provided to our citizens. With a lower-income level per household than other areas of Ontario and a large number of seniors, Niagara faces some unique challenges. Affordable housing, public health, and community services are a focus. As well, our ability to continue to maintain and improve the quality of life of Niagara citizens remains a priority.

In 2006, the addition to regional headquarters was completed, with over 400 staff repatriated from various sites to 2201 St. David's Road in Thorold. Clients and consumers of public health and community services, plus Niagara Regional Housing tenants and applicants, are offered enhanced access to programs, resources, and services now available under one roof. Our core employee and corporate social responsibility values: Respect, Serve, Partnership, Honesty, Choice, are demonstrated here and at other sites through the efforts of our 3,000 strong workforce.

Looking ahead, Regional Council will continue its consultation with the community on matters of smart growth, community planning and sustainability. Past dialogues and initiatives have borne fruit in important efforts related to brownfield and downtown redevelopment efforts and the long term viability of agriculture, neighbourhood planning, plus innovations in integrated sustainability. The focus on the four pillars of sustainability - social, economic, environment and cultural - has and will continue to permeate our thinking and planning as we move forward. The development of the corporation's and council's business plans for 2007 - 2011 will, no doubt, highlight the need to continue on a sustainable path for Niagara's future.

Peter Partington

Peter Partington
Regional Chairman

Michael Trojan

Michael Trojan
Chief Administrative Officer



Public Health

Public health is concerned with the health and well-being of the whole community. Health is viewed as resource for everyday living, and in turn is influenced by the everyday environment that we are part of.

In 2005, Dr. Sheela Basrur, Ontario's Chief Medical Officer of Health, visited Niagara to discuss her inaugural report entitled: "Healthy Weights, Healthy Lives". Hundreds of Niagara residents gathered later that day to discuss the obesity epidemic in Ontario and what residents and communities can do to address it.

As a result of her visit to Niagara, Regional Chairman Peter Partington has championed a community approach to the development of a plan for promoting healthier weights and healthier lives among our residents. Early in 2006, the results of those discussions led to the release of the final report of the Leadership Roundtable on Obesity Prevention.

The report highlighted three important pieces that are critical to the long-term, sustainable success of any strategy. They focused on marketing efforts to motivate individuals to make personal behaviour changes, environmental supports and policies that make it easy for people to make healthy choices in our social and physical environments, and strong, local leadership to push those changes on a personal and organizational level throughout Niagara.

Among the strategic initiatives planned in Niagara are:

- The TREKZONE challenge.
- Adoption of physical activity and nutrition policies in workplaces, schools, etc., across Niagara.
- Improved signage and infrastructure for trails, and the expansion and integration of our network of trails
- Expanded physical activity options for children (more after-school programs, more often, and in more places).

We continue to try and find a sustainable, long-term solution to the water needs of Wainfleet Township. Municipal and sewer services do not exist in the township, and residents rely on private water well supplies, and the use of on-site septic systems for their sewage disposal. In April 2006, a Boil Water Advisory was issued for the lakeshore properties in Wainfleet after a number of studies concluded that there is extensive contamination of the groundwater supplies in that area. The Advisory remains in effect.

Our Public Health and Public Works departments continue to search for a solution that deals with municipal and individual concerns regarding drinking water, sewage disposal, and the costs associated with any long-term, permanent resolution.

Pandemic influenza planning began in earnest, and in fact, in early 2007 the Niagara Region's official Influenza Pandemic Plan was released to the general public. The plan sets out a comprehensive, region-wide approach to pandemic preparedness and emergency response planning, and acts as the guide for local response in the case of an influenza pandemic. It aims to sustain our community and our essential services in the face of such an emergency.

The plan hopes to act as a springboard to stimulate dialogue and assist planning efforts among colleagues, stakeholders, and our broader community, as growing involvement in pandemic preparedness develops throughout the Niagara region.



Niagara Region Public Health is championing the use of the 40 Developmental Assets in all of the work we do. The assets represent a philosophy where we encourage people to be intentional in finding positive ways to interact with children and youth.

They symbolize everyday wisdom about positive experiences and opportunities for young people, which have the ability to impact their lives in a long-term, meaningful fashion. They have the power during the critical adolescent years to influence the choices young people make, and to act as building blocks for young people's ability to thrive and achieve in any number of situations.

In February 2006, the Niagara Region officially opened the Niagara Ambulance Communication Service, with the assistance of the Honourable Jim Bradley Minister of Tourism and Minister Responsible for Seniors and St. Catharines MPP, and Kim Craiton, Niagara Falls MPP.

In 2006 Niagara Emergency Medical Services (NEMS) proudly opened their newest ambulance base in Ridgeway. Located at 369 Gorham Road, and sitting at 2,400 square feet, the station is the 16th ambulance facility in Niagara, and provides the Ridgeway and Crystal Beach area with the facilities to allow NEMS to staff a vehicle at the location 24 hours a day. In addition to the fully staffed ambulance on site, there is space to house another ambulance should the need arise.

NEMS has made a commitment to the communities of Fort Erie, Ridgeway, Stevensville, Crystal Beach and the southern tier of Niagara and surrounding areas to reduce response times, and provide a greater investment in the infrastructure of EMS service in the area.

In the last year, NEMS responded to approximately 2,100 calls for service in the Town of Fort Erie, and the new station in Ridgeway, along with the existing station in Fort Erie at 100 Hospital Drive, will continue to service the municipality and its outlying communities.

In 2006, ambulance response times decreased to an average of nine minutes and 39 seconds. This was a reduction of almost 20 seconds from 2005, and of one minute and 30 seconds from 2004. This is the average response time from over 69,000 calls to 911 requesting ambulance assistance.

As reported by the Niagara Regional Police Service, the Niagara Region has one of the highest numbers of fatal and serious motor vehicle collisions per capita as compared to other regions across Ontario. The Public Health Department, as a member of the Regional Niagara Road Safety Committee has taken part in the creation of a five-year plan to reduce fatal and serious injuries in motor vehicle collisions by 10%.

The plan focuses on sustainable improvements, made through a mix of educational messages, increased and focused enforcement, improved engineering, and ongoing advocacy regarding the seriousness of this issue.

In September of 2006, the 'Think and Drive' awareness campaign was launched as a pilot project in Niagara-on-the-Lake. Deemed an overwhelming success, the campaign will be expanded across the Niagara Region in 2007-2008 in an effort to create safer roads for all Niagara residents in the future.





Linda Beyer, Public Health,
was nominated for a leadership award for her outstanding work on the Road Safety Initiative.

Community Services



social • economic • environment • cultural

Sustaining – or supporting individuals, families and communities - is part of the mandate of Community Services. Programs and services delivered through Seniors Services, Children's Services and Social Assistance and Employment Opportunities (SAEO) not only support Niagara residents in their daily needs, but strive to build a better future, develop an enhanced quality of life, and create opportunities for residents to be the best they can be.

On a daily basis, Community Services provides assistance to 10 per cent of Niagara's population. With many partners, Community Services delivers, administers or funds programs that offer financial and social support to residents in need. Community Services helps people so that they may also contribute to building a vibrant and sustainable Niagara.

The Niagara Integrated Social and Community Planning Project group comprised of community stakeholders including the Region, continued their efforts in 2006 to determine if there was broad-based support for the concept of an integrated approach to community planning. While community consultation continues, it is anticipated that the end result of implementing a successful model for social and community planning would be improved levels of service by reducing duplication and gaps in service, assisting organizations to work together with increased communication and understanding of each other's needs, mandates and barriers, and to provide one voice for Niagara.

Children's Services

The community benefits as well as the individual from investment in early child development. Studies have shown that early success leads to adult success. In 2006, Children's Services' Quality Child Care Niagara (QCCN) continued to support families and children from an early intervention and prevention perspective. Through this quality assurance initiative, in excess of 4,900 children have been screened using standardized developmental screens which support timely referrals, early intervention and sets the stage for a smooth transition to school. QCCN also focuses on sustaining the workforce of Niagara's Early Childhood Educators with training that allows them to maximize their skills and tools in creating developmentally based programming for all children enrolled in licensed child care settings.

Lack of access to quality, affordable child care is often a barrier to sustainable employment and education for people. 2006 saw the expansion of quality early learning and child care spaces in communities with identified need. Two hundred and eighty-five new licensed child care spaces were created in elementary schools to address this need.

Children's Services works in partnership with Social Assistance and Employment Opportunities to ensure that clients with children are supported from an early childhood development and care perspective as well as from an employment perspective.

Social Assistance and Employment Opportunities

Lack of access to transportation is a barrier to sustaining employment for residents. The transportation partnership with the 21st Group, Hilton, and Convergys successfully linked people with jobs helping many individuals to achieve independence of social assistance, which is delivered through SAEO.

The provincial Ministry of Community and Social Services (MCSS) announced several legislative changes aimed to improve social assistance including a two per cent increase in the monthly benefits paid to families on social assistance

effective December 2006. MCSS funded 100 per cent of the increases in 2006. Income support was delivered to 15,226 residents in 2006.

The Region shares the cost of providing supports for 14,394 residents with disabilities. In 2006, Ontario Disability Support Program (ODSP) aimed to further increase the number of earners and the amount of earnings for ODSP families. Non-disabled ODSP spouses without care-giving responsibilities are required to participate in employment activities.

The provincial employment funding model shifted from funding linked to levels of service to the achievement of employment outcomes measured in the areas of earnings, employment, and increased employability. Niagara earned the maximum provincial subsidy of \$6,066,654 in employment funding in 2006. Niagara is positioned well to sustain maximum provincial subsidy in 2007.

Also in 2006, community consultations on homelessness resulted in the development of the Niagara Homelessness Plan and Advisory Board which will facilitate sustainable solutions and partnerships to end homelessness. The Supported Housing Model was developed to reduce recidivism among the chronically homeless and to assist them with the transition to permanent housing.

Seniors Services

Seniors Services worked diligently in 2006 to improve business processes in order to increase efficiencies and economies, thus improving overall sustainability while maintaining its high level of quality and compassionate care for the residents of the Region's long-term care homes.

With 957 beds in eight homes, Seniors Services rationalized the use of linens to achieve the identified internal best practice and thus avoid waste of resources (e.g. fewer utilities and laundry chemicals) without impacting quality of service. Additionally, the linen delivery service was altered by sending more linen supplies over fewer delivery dates, thus saving on fuel, truck leasing costs and labour costs. These measures have sustainable savings of several thousands of dollars.

Focused on resident care planning processes, Seniors Services implemented a new approach in 2006 to improve resident classification results and potentially increase provincial revenues through an improved Case Mix Index (CMI) rating. Seniors Services succeeded by improving overall CMI revenues by approximately \$570,000 which is sustainable, given continued efforts in this regard. An improved CMI funding reduces reliance on the Regional levy.

Continuing to support Niagara residents with programs for seniors in the community, Seniors Services collaborated with community partners to develop a pilot day program for stroke survivors from across the region, located at the Fairhaven Adult Day Service site in Niagara Falls





Niagara Regional Housing

Providing, safe, well maintained, affordable housing for families, individuals and senior citizens is part of Niagara Regional Housing's mandate. NRH provides housing through its owned properties and in partnership with 67 non-profit and cooperative providers and many private landlords. A centralized wait list is coordinated for applicants who are currently waiting for affordable housing. The need for affordable housing continues to grow. We currently have 4,785 households on our wait list which is a 29 per cent increase from five years ago.

The lack of safe, affordable housing is often a barrier to sustaining healthy communities. Health Canada considers housing to be one of the key determinants of overall health for individuals. Many studies have shown that substandard housing can lead to problems with school performance, parenting, health and increased risk of home injury. Research has also shown that risk factors such as low family income, poor housing and unaddressed special needs will increase the likelihood that a child will come into problems with the law either as a teenager or as an adult. (Source: Canadian Council on Social Development). The Children's Aid Society reports that homelessness and housing problems are factors for 1 in 5 children admitted into care, calling housing "a child welfare issue".

New Development and Affordable Housing Programs

The Canada-Affordable Housing Program has allocated \$7.7 million to Niagara for the development of 122 additional affordable housing units and \$2.14 million for 170 subsidized units under the Housing Allowance program. Although this will not solve the need for affordable housing, every step takes us closer.

The new Housing Allowance Program is intended to bridge the gap for those households currently on the centralized wait list who could potentially wait years for an affordable unit. This program enables NRH to respond immediately to requests by low income households for affordable housing by entering into agreements with private sector landlords for a reduced rent.

NRH has been approved to move forward with the Homeownership Program to offer 122 home buyers a loan up to \$9,000 toward the down payment on a home. This program will be rolled out in three phases over the next few years.

The development of new affordable housing and the funding for new affordable housing programs not only provides accommodation to those currently on the waiting list but housing for those who may end up homeless, or living in a vulnerable situation. We now have transitional, supportive and accessible housing units from new developments that were part of the first wave of funding under the Canada-Ontario Affordable Housing Program. The sustainability of these communities to meet diverse housing needs will be long term and the future livelihood of many tenants will be sustained. NRH has moved forward to improving the quality of life for many to live in healthy, sustainable communities.



Energy-efficient fridges and thermostats save dollars!

Sustaining Affordable Housing Communities

Last year NRH initiated several initiatives that strengthened its own portfolio and those of the housing providers. NRH owns, manages and administers a wide range of safe, affordable housing for over 12,000 people. This housing serves those in greatest need. These include families, seniors, low and moderate income earners, persons with physical disabilities or mental illness, Aboriginal people, newcomers to Canada, single parents, women and children fleeing domestic abuse, homeless persons and persons at risk of homelessness. The portfolio owned by NRH consists of 2,636 units.

Energy Conservation

With a portfolio of this size, it is incumbent on NRH to ensure that energy conservation measures are considered at every opportunity. Through its capital program many energy upgrades have been taken over the years including but not limited to greater insulation in roofs and walls; energy efficient windows, doors, appliances and higher efficiency furnaces. Other measures under investigation are wind turbines, solar panels and smart metering.

Capital Reserve Plans

In 2006, a capital review strategy was completed with our housing providers. As part of this strategy, we assisted providers in the development of capital reserve plans based on building condition audits of their portfolios. These plans will assist the housing providers in identifying short term needs for capital upgrades and long term financial needs for future planning.

Community Development

Knowing that providing safe affordable housing is only the first step to building a sustainable community, NRH also offers resources to tenants by on-going support, agency referrals and advocacy. Through community partnership, programs (such as youth programs) improve the quality of tenants' lives.





John Cunnane was nominated for a leadership award for the vision, energy and commitment which lead to the successful transition of two Emergency Medical Services components (communications service and paramedic service) into one organization.

Niagara Regional Police Service

2006 marked the end of the Niagara Regional Police Service (NRPS) 2004 - 2006 Business Plan. Technological change and the deployment of personnel were key elements of the plan. Over the course of planning, a creative deployment strategy emerged along with an ability to receive additional funding from the provincial government. Just as exciting was the introduction of new integrated Records Management System and Computer-Aided Dispatch systems. Patrol vehicles became virtual offices in 2006.

Recruitment

The Niagara Regional Police Service Recruiting Unit is responsible for the selection of candidates to be offered employment for the positions of police constable and police cadet. In the past year, it embarked on its busiest period since its inception. The effects of the anticipated attrition rates and the hiring opportunities offered by the '1000 New Officer Grant' led to one of the most aggressive hiring phases in our history. The service hired 63 cadets and constables representing various ages, career paths and education levels. Despite this anticipated demand, the number of applicants has steadily decreased over the past few years.

In 2005, the number of applicants was down 21 per cent compared to the previous year. In 2006 the number of applications declined a further 15.8 per cent. With expected attrition to be at or near 25 per cent of our uniform personnel, previous strategies need to be modified to attract greater numbers of suitable candidates.

Drinking and Driving Enforcement

As emphasized in the public health summary, fatal and serious injury motor vehicle collisions remain a significant problem. The most common factors contributing to the cause of fatal collisions are speed, impairment and driver error or any combination thereof. Generally, impairment is a factor in about one third of all fatal collisions.

At a community symposium in 2003, it was determined that these tragedies were not solely a police concern, but a community problem. The Regional Niagara Road Safety Committee (RNRSC) was formed with a clear mandate of making the region's roadways safer for citizens and visitors, including representation from the Public Health and Public Works departments and Canadian Automobile Association (CAA).

A Strategic Plan was developed to address road safety using a multi-disciplined approach in the areas of education (Public Health), engineering (Public Works); enforcement (Police); and advocacy and communication (CAA).

The "Think and Drive" social marketing campaign was launched as a pilot project in Niagara-on-the-Lake in partnership with the Traffic Safety Task Force and its member associations: town council, local media, business associations, major employers, schools, and community groups.

Aggressive Driving Initiatives

Mid-summer, in conjunction with the "Think and Drive" campaign, the NRPS implemented an enforcement initiative, coordinated by the Central Traffic Unit, called "Operation Lifesaver". The program saw over and above normal deployment levels for traffic enforcement initiatives throughout the Niagara Region.

Guns, Gangs, Grows Unit

In the fall of 2006 the NRPS formed a Guns, Gangs, and Grows Unit which conducts investigations and develops strategies in relation to these activities. This is accomplished through partnerships with other police services experiencing similar, or related, gang activity.

The unit is responsible for identifying, investigating and dismantling all indoor marihuana grow operations. During the dismantling process officers are required to assess the premise and identify any safety issues relating to electrical hazards, air quality, presence of explosive gases and air-borne pathogens. Necessary precautions are then taken to ensure the safety of officers, which includes respirators and protective clothing.

Revisions to Bill 128, provincial legislation relating to marijuana grow-operations, impose certain responsibilities on municipalities, fire services and electrical providers. Members of the unit are in the process of educating these groups with respect to their legislated obligations and developing protocols to create a unified approach to effectively address the grow-op problem.

During 2006, there were 45 indoor marihuana grow operations discovered in Niagara. The 10,000 marihuana plants seized from these grows had a potential street value of \$10,000,000. The Guns, Gangs and Grows Unit investigated 15 of these 45 grow operations. The unit works in conjunction with the Proceeds of Crime Unit to seize assets and property obtained or used in this illegal enterprise.

The unit's long-term goal is to establish working relationships with all 12 municipalities, fire services and eight electricity providers. This would include developing relevant bylaws. These endeavors will serve as a deterrent factor for persons intending to set-up these types of operations.

Mission, Values and Beliefs

The Niagara Regional Police Service is dedicated to serving and protecting residents and visitors within the Regional Municipality of Niagara.

In partnership with the community, we shall provide quality policing services with integrity, diligence and sensitivity.



social • economic • environment • cultural



Provincial Offences Administration

In 2001, as part of a realignment of provincial and municipal roles in the delivery of public services, the province transferred responsibility for administering and prosecuting Provincial Offences Act offences to the Niagara Region. This transfer was supported by all local municipalities and ever since the Region has provided this service on their behalf. At the same time, a Joint Board of Management made up of representatives from municipalities was created to exercise oversight responsibilities.

The primary purpose of the Provincial Offences Act (POA) program is to provide a fair, timely and accessible adjudication system that facilitates the health and safety of all those that live in, and visit, Niagara. To that end, the POA program administers, prosecutes, and collects fines arising from, offences committed under the Highway Traffic Act, the Compulsory Automobile Insurance Act, the Trespass to Property Act, the Liquor Licence Act and other municipal, provincial and federal legislation. It operates three permanent provincial offences courts in St. Catharines, Niagara Falls and Welland and one satellite court (operated one day a month) in Fort Erie.

After covering the full cost of its operations, the POA program has sufficient net revenue to transfer monies back to the Region and each area municipality for reinvestment in other public services. In 2006, the POA program collected a total of \$5,523,381 in gross revenue—an increase of \$80,787 or 1.5 per cent over 2005. The gross revenue from post-transfer delinquent fines (matters having a sentence date after January 2001) totalled \$1,526,762 – an increase of \$34,612 or 2.3 per cent over 2005. At the same time, total gross expenditures for POA program operations decreased by \$87,093 or 1.8 per cent from total expenditures in 2005 of \$3,863,475.

After all expenditures for 2006 are taken into account, the net revenues available for distribution to the Region and the area municipalities increased by 25.3 per cent over 2005. In real terms, the Region received net revenues of \$829,953 and the 12 area municipalities shared \$829,953 on a proportional basis.

The introduction, in 2006, of 'Paytickets' (an electronic payment option made available through computer software program enhancements) has proven to be a convenient, cost-effective and increasingly popular method of paying fines and now accounts for 13.7 per cent of the total number of payments received.

Despite these successes, one of the ongoing challenges faced by the POA program and the public it serves is a chronic shortage of justices of the peace. Justices of the peace are appointed by the province to adjudicate Provincial Offences Act charges. For some years now, Niagara and other municipalities have suffered from a shortage of justices which has prevented the full utilization of available court time and the timely resolution of charges. In 2006, this shortage was reflected in a 9.1 per cent decline in the total number of matters dealt with in Niagara's POA courts. It also resulted in a 13.6 per cent decrease in courtroom utilization compared to the prior year – more than double the province-wide average of six per cent.

As a result of ongoing discussions with the province, it is hoped that productive measures will soon be introduced that will address this problem on a long-term basis. This will assist the POA program in continuing to provide a viable and sustainable justice system that supports the health and safety of all those who live in, and visit, Niagara.

Niagara Economic Development Corporation



The past year saw investments in the region's infrastructure both shape and drive the Niagara economy. Capital projects completed, under construction

or in the planning stages, such as the hydro electric tunneling project under the City of Niagara Falls, the construction of bridge plazas and connecting roadways adjacent to Canada-U.S. border crossings, and growth in the number of hotels and themed attractions investments, enhanced Niagara Region's position in both domestic and international markets. Growth in other economic sectors including small-to-medium sized manufacturing, agricultural enterprises, retail services as well as investments in both residential and commercial construction continued to strengthen the competitiveness of the regional economy.

In 2006, Ontario released "Places to Grow: the Growth Plan for the Greater Golden Horseshoe (2006)", a provincial vision and plan for stimulating economic growth and infrastructure investment across the industrial and commercial heartland of Ontario. The final Growth Plan was the culmination of a widespread consultation with municipalities, community organizations and civic leaders. We were actively engaged in this process making sure that the Plan was aligned with the

directions embodied in "Navigating our Future: Niagara's Economic Growth Strategy 2005-2010". It reviewed, challenged and offered specific written guidance on how Ontario might direct investments that would enhance our economic future.

The Corporation launched other initiatives that reflected the priorities of the Growth Plan and the Region's own vision. With commitment from Regional Council and the City of Hamilton, a study was commissioned to assess the economic impact of the Niagara to GTA corridor in terms of its potential for accelerating growth and also highlighting the lost opportunities if the project fails to move forward over the short term. The Corporation continued its leadership in promoting innovative projects as part of the larger smart growth and brownfield development movement that is sweeping North America. It initiated leading-edge research in the field and convened leaders around another Smarter Niagara Conference to share best practices, increase levels of awareness and recognize exemplary local projects.

Tourism Niagara, the Corporation's destination marketing division, enhanced its on-line marketing capacity with the launch of a new Website and e-Marketing module.

Along with its corporate and municipal partners, we continued our advocacy in support of Niagara's vision for the future with another Niagara Week at Queen's Park and the business community in the GTA and provided regular briefings with parliamentarians in Ottawa. This program has been successful as it has enabled Niagara to speak with one voice on many regional issues related to its collective future as well as sending a powerful message that the Region is open for business and aggressive in its pursuit of new investment and development.

Cheryl Gravestock, Gilmore Lodge Long-Term Care Home,

was recognized by her peers with a Personal Achievement Excellence Award Nomination. Yearly she travels to other sites to review levels of care, bringing new learnings to her workplace to improve processes and identify gaps in documentation.



Planning and Development

Building healthier, more sustainable communities has been foremost among Planning and Development's priorities as it plays a lead role in implementing the Region's Policy Plan – the key policy document for growth and conservation in Niagara. The policy direction provided to Regional Council makes sustainability a priority by promoting Smart Growth in urban areas, the protection of agricultural and natural resources, creating group home and affordable housing sites, developing bikeways and trails, and planning for future transportation needs.

In 2006, Planning and Development worked with Regional Council, local municipalities, and other partners to promote sustainable growth. Planning and Development comments on development applications to ensure consistent implementation of provincial and regional policy objectives aimed at securing sustainable communities across Niagara.

The province's 'Places to Grow Plan' provides a context for Regional planning and recognizes the Region's objectives for stimulating more growth and prosperity. Following two years of negotiations with the Province, the Plan now recognizes the Region's 'Grow South' strategy set out in the Policy Plan. These include the designation of a new Gateway Economic Centre in South Niagara and the creation of a Gateway Economic Zone in the Niagara Falls and Fort Erie urban areas. The plan also confirms the need for a new Niagara-Greater Toronto Area Trade Corridor for more efficiently moving goods and people in and through Niagara, while at the same time taking pressure off the Queen Elizabeth Way and surrounding tender fruit-growing lands.

Planning and Development collaborated with area municipalities in 2006 in developing and delivering incentives under the Smarter Niagara Incentives program and local community improvement plans for encouraging more growth in already serviced urban areas and on abandoned industrial 'brownfield' sites, and it continued to host the annual Smarter Niagara Summit.

In partnership with Ontario Power Generation, the Ontario ministries of Environment and Natural Resources, the Niagara Escarpment Commission, and representatives of Ontario's brick industry, Planning and Development assisted in brokering an agreement for supplying an estimated 3.5-million tonnes of Queenston Shale, excavated during the construction of a new tunnel for the Sir Adam Beck hydro power complex in Niagara Falls, to the brick industry. This agreement reduces the need to mine shale from quarries along the environmentally sensitive Niagara Escarpment.

To assist in the long-term sustainability of the agricultural industry, Planning and Development worked with other partners, both in and outside the Region, to obtain provincial and federal funding to determine the most cost-effective ways of irrigating Niagara farmlands and for helping to revitalize the Vineland Research Centre for cutting-edge horticultural research.

In 2006 Niagara Region established the Culture Committee designed to promote heritage and culture. Planning and Development provides resource help to that Committee. The Culture Committee plays an important role in providing Regional Council with advice on a variety of matters of emergent interest to the Region, especially given the importance of 'culture' as one of the four pillars of integrated community sustainability. It has the potential to play an even more important role in the future. The fine mix of arts-oriented and heritage-oriented talent bodes well as the Committee helps Council move its 'culture' priorities forward.

The Committee made good progress on a number of fronts, including:

- Conducting a Niagara-wide inventory of the vast range of groups, facilities and events that comprise Niagara's cultural asset base
- Initiating research on other communities' approaches to cultural policy development and understanding how the cultural 'pillar' of sustainability compliments other quality of life directions
- A focus group session was held in November engaging community members
- The Committee endorsed the Niagara Tartan as presented by the Niagara Regional Police Force Pipe Band.

Planning and Development supports public involvement to advise Council in its decision-making through the work of Advisory Committees on such diverse issues as accessibility, the environment, tree and forest conservation, bicycling, Greater Niagara Circle Route, culture, and Smarter Niagara.

In 2006, Planning and Development continued working in partnership with Niagara Regional Housing and other parties to provide more affordable housing through participation in the Implementation Team for "People Needing Housing: A Collaborative Housing Strategy for the Niagara Community". This involved participation on the selection committee for proposals for the next phase of constructing more affordable housing through the Canada/Ontario Affordable Housing Program.

Healthy Communities

Planning and Development has helped to promote healthier lifestyles by coordinating the creation of a system of recreational trails, including the Greater Niagara Circle Route. This system is a 160-kilometre paved path stretching from Lake Ontario to Lake Erie and following the Welland Canal and Niagara River. A 2nd edition of the popular Bicycling Map, promoting bicycling as a healthy activity, was published in 2006. By promoting urban design for walkable communities, contributions are made ensure the success of the Region's obesity prevention strategy.

In recognition of the link between environmental quality and community health, a new set of policies have been developed to protect our natural environment. These include revisions to the Region's Forest Conservation Bylaw, aimed at managing Niagara's woodlands in a sustainable way. They also include contributions to the Niagara Peninsula Conservation Authority's three-year Natural Heritage Areas Inventory for supporting natural heritage conservation and restoration, including reforestation of natural corridors.

Planning and Development also worked in partnership with the Towns of Niagara-on-the-Lake and Fort Erie on Watershed Plans for encouraging the sustainable use of water resources, and initiated studies to create Regional policies for locating wind energy facilities in Niagara.



Dignitaries attend Greater Niagara Circle Route Official Opening





Planning and Development *continued*

Recognizing Our Partners and Environmental Advocates

Regional Council, through Planning and Development, has continued its annual award presentations to recognize those members of the community who contribute to the building of healthier, more sustainable communities. The Niagara Environmental Awards recognize contributions in four categories: Lifetime Achievement, Voluntary, and Elementary and Secondary Schools. The Niagara Community Design Awards are presented each year, in partnership with the Niagara Economic Development Corporation, to developers whose projects exhibit excellence in community design by embracing Smart Growth principles.

The Smarter Niagara Community Design Awards that recognize and celebrate excellence in community design, focused on projects in 2006 that enhance the built environment, efficiently use land and demonstrate creativity and vision.

Award Winners

Clockwise from left to right

Small Scale Project

175 Queen Street, Niagara-on-the-Lake

Large Scale Project

Cobblestone Gates, St. Catharines

Leadership Award

John Hawley

Adaptive Re-Use Award

Honourable Mention

Carnegie Lofts, Grimsby

Policy and Plans Award

Niagara Falls Brownfield Community Improvement Plan

Award of Distinction

Stratus Vineyards, Niagara-on-the-Lake

Top left corner of page

Adaptive Re-Use Award

Honourable Mention

James Street Lofts, St. Catharines



Cecil Cooke, Public Works, received the Customer Service Excellence Award for his dedication and commitment. With the constant change in technology for vehicles and equipment, he has demonstrated an exceptional ability to acquire the knowledge and skill necessary to operate new equipment, educating staff in the process.



Public Works

The Public Works Department is responsible for providing essential infrastructure services. Four divisions provide necessary services.

Operational Support Services

The Operational Support Services Division's core responsibilities include: Financial Services, Properties, Facilities Management, Engineering Planning and Development, and Land Surveys. This division underwent a major reorganization in early 2007.

Waste Management Services

The Waste Management Services Division is divided into four sections: Planning and Policy, Collection and Diversion Operations, Disposal Operations, and Engineering and Compliance. These groups are responsible for the planning, design and operation of waste collection and disposal, diversion programs, organics collection and composting, as well as the post closure maintenance of landfill sites, capital program management, and environmental monitoring and reporting.

Through a partnership with Niagara Employment Agency, the Niagara Recycling Centre provides employment to developmentally challenged adults who are given the opportunity to earn an income, gain independence and learn valuable life skills.

In 2006, meetings were held with the division's four Public Liaison Committees (PLC) and one Citizens Liaison Committee (CLC) regarding issues related to landfill site design, operation, environmental monitoring, and closure and post-closure activities.

During the meetings, the committees assisted Niagara Region in identifying the concerns of the local public as well as reviewing official documents and providing feedback on Certificate of Approval applications.

Waste Management also organized a meeting between all the PLC/CLC chairs to promote collaboration and communication amongst the committees and regional staff.

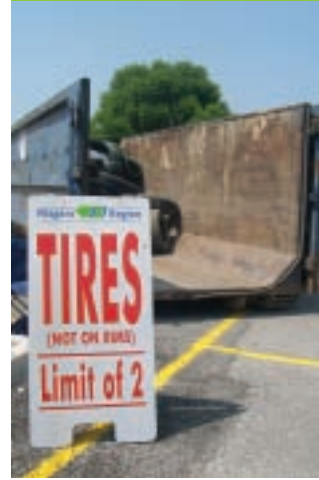
Waste Collection and Diversion is focused on providing residents with access to collection services and many diversion opportunities. To that end, 2006 saw a number of new and unique programs and services emerge from this area – the most highly acclaimed of which is the award-winning Smart Gardening Program. The program, aimed at providing residents and businesses with environmentally friendly tips and techniques for their homes and gardens, is one of the first such multi-faceted programs in Ontario.

This section also launched an Enviro Guide which promotes the reuse and recycling of as many products as possible by providing residents a directory of organizations that accept new and gently used items.

The Special Events Recycling Program successfully diverted 22,400kg of recyclables from 74 area events in 2006. This represents an increase of over 3,500kg and 29 events from 2005 Special Event Recycling Program. Regional Council recently voted to recommend that staff work with area municipalities to implement mandatory recycling at special events.

Two Environment Days are hosted per year. Since the program's inception, more than 12,130 participants have diverted approximately 435,000kg of reusable and recyclable materials which otherwise might have been landfilled.

Under the direction of the Policy and Planning section, the division began its Service Level and Rate Study to examine the current level of service provided to residents and how these services should be funded. The results of the study will aid in the establishment of reasonable and fair region-wide rates for all waste management services.



Landscaping completed at the Recycling Centre in Niagara Falls.

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Top Right Corner: Tire Bin Collection at Environment Day June, 2006.



Public Works *continued*

Transportation Services

The Transportation Services Division is responsible for the planning, design, operation, and maintenance of the Regional Road Network. The 1,600 lane km Regional Road Network connects both rural and urban centres to each other as well as the Provincial Highway System. The division is comprised of four sections (Operations, Transportation, Transportation Systems, Fleet Services) which deliver the services to support this function.

During 2006, the division introduced the Region's first inter-municipal specialized transit service. Niagara Specialized Transit provides transportation to medical appointments for eligible persons on a zone based fare system. The Niagara Branch of the Canadian Red Cross operates the service on behalf of the Region utilizing five Niagara owned buses.

Construction was completed on a new state-of-the-art Welland Roads Yard facility. The new yard includes buildings for administration, equipment maintenance and the storage of vehicles and winter maintenance materials.

A new structure was constructed to carry Regional Road 24 (Townline Road) over the Welland River. The new "Beckett's Bridge" represents an innovative, sustainable design that will reduce future maintenance demands.

A section of Glendale Avenue in St. Catharines was reconstructed and realigned at Merritt Street. Not only did this project improve traffic flow on this busy urban arterial, but it assisted the brown field redevelopment project at Merritt Mills to proceed.

The Transportation Division continued its ongoing program of adding road bicycle facilities (reserved lanes or paved shoulders) as regional roads are reconstructed or rehabilitated. This program also includes cost sharing with area municipalities when the bicycle network is located on local roads.

Water and Wastewater Services

The Water and Wastewater Services Division is responsible for providing potable water satisfying regulations and standards, and distribution to 11 municipal systems; treatment of wastewater including pumping stations and trunk sewers; biosolids (sludge) management; training; capital program management; master servicing plans for water and wastewater systems; flow monitoring and analysis; climatological data; laboratory services; and the sewer use bylaw enforcement.

The Central Pumping Station, Combined Sewer Overflow and High Rate Treatment Facility in Niagara Falls was a major project that began in 2005 and continued through 2006. It involves new construction of the Central Sewage Pumping Station and the construction of an innovative, Combined Sewer Overflow and High Rate Treatment facility – it is expected to be commissioned in the summer of 2007. This facility will provide primary treatment for approximately 400 million litres of combined sewage effluent per year which would otherwise flow into the Niagara River.

In 2006, state-of-the-art ultra violet light technology was integrated into both the Decew Water Treatment Plant in Thorold and the Niagara Falls Water Treatment Plant. The ultra violet system adds an additional level of disinfection beyond chlorination, thereby increasing public safety.



Ian Neville, Public Works Commissioner, receives the Award of Merit along with Mike Watt from Niagara Biosolids.

The Environmental Assessment (EA) for the Wainfleet Water and Sewer Servicing Project received approval in September 2006, from the Honourable Laurel Broten, Minister of the Environment. The minister's decision was made after giving careful consideration to input received from various members of the Wainfleet Lakeshore community.

The minister decided that the Wainfleet Water and Sewer Servicing EA may now proceed, subject to a number of conditions. Although the minister gave permission to the Region and township to "proceed with the project", this does not mean that the project itself has been approved at the municipal and regional levels. The decision to move ahead with this project rests with Wainfleet Township and Niagara Regional councils.



Officials attended the Niagara Biosolids groundbreaking ceremony.



Stormwater Improvements at the Line 5 Landfill Site.



Marc Todd received an Innovation Awards of Excellence for his work in developing a software program called Notes Builder, a tool used by all Social Assistance and Employment Opportunities staff to keep consistent notes for applicants.

Niagara Peninsula Conservation Authority



Established in 1959, the Niagara Peninsula Conservation Authority serves approximately 500,000 people and covers an area of 2,424 square kilometers encompassing the entire Niagara Region, 21 per cent of the City of Hamilton and 25 per cent of Haldimand County. Programs focus on environmental protection and preservation. Our watershed management activities include planning, regulations, water quality monitoring and improvement through stewardship and restoration, community outreach, and conservation through land acquisition and public ownership. The activities of the Niagara Peninsula Conservation Authority are governed by a Board of Directors comprised of 15 members appointed by the member municipalities.

Land Management

The ongoing commitment to stewardship is reflected in the Niagara Peninsula Conservation Authority's successful acquisition of some of the most sensitive conservation lands found within Niagara. It now owns over 2,832 hectares (7,000 acres) that are held in public trust. The Authority's stewardship allows the public to enjoy Niagara's distinctive heritage and natural resources at conservation areas such as St. Johns, Beamer Memorial, Ball's Falls, Woodend, Chippawa Creek, Wainfleet Bog, Morgan's Point and Binbrook. Each of these unique resources offers diverse recreational and educational opportunities so that all can experience nature's beauty.

One of the most notable events of the year was the sod turning for the Centre for Conservation at Ball's Falls Conservation Area. This facility will demonstrate conservation initiatives through its design features and day to day operations. The building which is being constructed to follow the Leadership in Energy & Environmental Design (LEED) principles will offer visitors an opportunity to learn about a variety of topics related to nature, conservation and the community's unique cultural elements.

Our conservation areas continue to provide the public with opportunities for recreational activities such as hiking, biking, camping, swimming, kayaking, fishing and hunting. Numerous capital projects have been completed and the enhanced amenities will offer visitors improved and safer environments.

Community Relations

Volunteers are an important part of the Authority's success through participation in activities such as the Niagara Children's Water Festival, tree planting, habitat restoration, stream cleanup events, riparian buffers and livestock fencing.



Water Management

Understanding that water is an essential part of our daily lives, the Niagara Peninsula Conservation Authority continues to focus on protecting and improving this vital resource. We are committed to providing strong leadership in the wise use and stewardship of our natural resources to achieve and maintain a healthy and sustainable environment.

Water Management programs promote an integrated approach to resource management. In partnership with the Niagara Region through the Niagara Water Strategy, we released the first Watershed Report Card highlighting the significant current and changing conditions across the watershed. Many restoration projects have been undertaken with our community partners and landowners and results will continue to be monitored and communicated through this new reporting opportunity.

In 2006 the Clean Water Act became law, and the Conservation Authority worked with our member municipalities to complete a draft Watershed Characterization Report which will support future efforts of the Source Protection Committee in development of Source Protection Plans.



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Human Resources

The Human Resources Department is dedicated to making the cost of municipal government services more sustainable for Niagara taxpayers through ongoing 'shared service agreements' with nine area municipalities and four agencies and boards (Niagara Economic Development Corporation, Niagara Peninsula Conservation Authority, Niagara Regional Housing and Provincial Offences Administration) that work in partnership with the Region. The agreements invite Human Resources to share services and expertise that would not otherwise be available to some of Niagara's smaller municipal organizations at a cost

they can afford.

In 2006, the cost savings realized for taxpayers through just five major shared service initiatives, or projects Human Resources offered through these agreements, approached \$26,000. That brings the total tax savings since Human Resources first began offering its services to other municipal organizations in 1999 to some \$361,000 for 25 major projects.

Human Resources received five "excellent" performance ratings and one "good" rating in customer satisfaction survey questionnaires filled out by municipal organizations that benefited from its shared service initiatives in 2006. In addition to those successes, Human Resources provided its assistance to various non-profit organizations that contribute to building safer, more sustainable communities, including the Niagara Community Foundation, the Niagara Regional Employment Council and Niagara Region Children's Safety Village.

In the process of continually improving the cost-effectiveness of the services it delivers for all of its customers, Human Resources participated with more than 100 other organizations across Ontario and Canada, including 16 municipalities, in the 2006 Human Resources Benchmarking Network Annual Survey – a tool used by professionals in the human resources field for measuring their performance and pursuing "best practice initiatives." Human Resources also participated in the Ontario Municipal Chief Administrative Officer's Benchmarking Initiative (OMBI) for determining how the Region's delivery of a range of services, including human resources, compares to other Ontario municipalities with respect to quality and cost.

The Human Resources Department recognizes the link between a healthy, satisfied workforce and a workforce that is motivated to deliver the best services possible to the Region's customers. To that end, Human Resources released the corporate results in 2006 of its second Quality of Work Live Survey (the first was conducted in 2002) for identifying workplace successes and areas that need improvement. These surveys are used to track progress over time and identify workplace practices that need to be changed or improved at all levels of the organization. Employees were asked to review the results of the latest survey for their area of the organization and move toward making any improvements.

In 2006, the department continued working directly with the Region's Corporate Wellness Committee, made up of employees from different areas of the organization, on a number of awareness-raising programs and other initiatives for promoting healthier lifestyles for all Regional employees and their families.

Recognizing Our Employees

Through the Corporate Employee Recognition Team Committee (CERT), Human Resources makes a special practice of assisting in the promotion of a corporate recognition culture. In 2006, 20 employees received 'Recognition of Excellence Awards' after being nominated by their peers in the five following categories; two for Customer Service, two for Innovation, one for Leadership, four for Personal Achievement and 11 for Team Participation.

A total of 404 employees received 'Length of Service Awards' for reaching the following milestones in years of service to the Region; 169 for five years, 29 for 10 years, 31 for 15 years, 86 for 20 years, 36 for 25 years, 31 for 30 years, 18 for 35 years and four for 40 years.



Josephine Pietracupa received a Customer Service Award of Excellence having created several new structures in the financial reporting system to meet provincial standards for the Community Mental Health Program.



The Northland Pointe Dietary Team received a Team Participation Excellence Award for their work recognizing March as Nutrition Month for residents in the long-term care home. Their event raised awareness of healthy eating, funds and excitement.



The Best Start Mapping Team was nominated for Team Excellence in recognition of the creation of a system which enabled Children's Services to better analyze areas of need, identify gaps and improve service delivery.

Niagara Region
Building Community. Building Lives.

How
we
value
honesty

- respect
- serve
- honesty
- choice
- partnerships

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How
we
foster
partnerships

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How
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How
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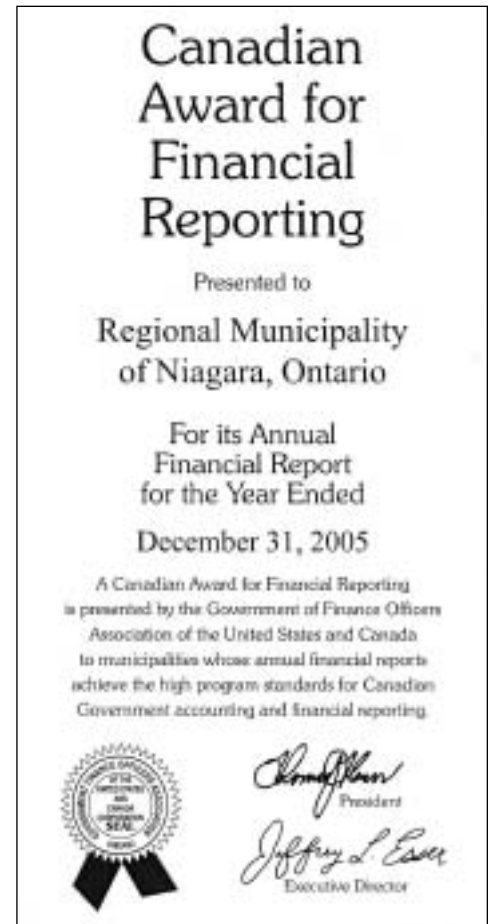
How
we
respect

Corporate Values

How do you do it? Employees who exemplify the 5 core values share their stories.

Niagara Region Awards 2006

- Community Services was part of a group that received the Trivial Pursuit Community Partners Award from the Business Education Council of Niagara for its role in the Job Bus pilot program.
- Children's Services employee Stephanie Schryer received a Contributors Award from the Early Childhood Community Development Centre and the Niagara Branch of the Association of Early Childhood Educators for her contributions to the Region's Home Child Care Program.
- Seniors Services long-term care home Northland Pointe received an Honourable Mention at the Ontario Association of Non-Profit Homes and Services for Seniors for Supporting Seniors.
- Public Health successfully completed the accreditation process through the Ontario Council on Community Health Accreditation resulting in a four-year accreditation demonstrating the ongoing commitment of staff to the highest level of professionalism in the delivery of public health programs and services.
- Public Health was presented with The Heather Crowe Award in recognition of its contribution to the creation of a Smoke-Free Ontario.
- Niagara Emergency Medical Services was granted accreditation from the International Academy of Emergency Dispatch, making it one of just four dispatch centres in Canada to have received their accreditation. This was achieved in the first year of service for the ambulance dispatch facility.
- Six paramedics with Niagara Emergency Medical Services were chosen to receive the Governor General's Emergency Medical Services Exemplary Service Medal in recognition of their career accomplishments in the field of emergency services and paramedicine. They are Henry Bosch, Neal Roberts, Dennis Delano, Denise Mazza, Sylvain Lepine, and Al Brooks.
- Public Works Waste Management Services was awarded a Silver Recycling Council of Ontario Waste Minimization Award for its efforts to divert waste from landfills in 2005.
- Waste Management Services received the Recycling Council of Ontario's 2006 Platinum Award for promotional work for the launch of the Smart Gardening program.
- Water and Wastewater was presented with The Water Environment Association of Ontario's Exemplary Biosolids Management Award for its continuous improvement of all aspects of its biosolids management program to ensure a sustainable and economically beneficial re-use approach to biosolids.
- Water and Wastewater received an Award of Merit for Infrastructure for its new Niagara Biosolids Facility.
- The Region received an 'Eat Smart! Award' as a Niagara employer for promoting high standards in the restaurant industry. The Region's cafeteria is operated under the direction of food services provider Sheila Taylor and the Corporate Employee Recognition Team.
- The Region was awarded a fifth consecutive Healthy Living Niagara Gold Award in 2006 for its ongoing contributions to making Niagara a healthy place to work. The Corporate Wellness Committee and the Region were congratulated for demonstrating "an outstanding level of commitment to their employees' health through workplace initiatives".



For the second year in a row, Niagara Region received the Canadian Award for Financial Reporting. A recipient must publish an easily readable and efficiently organized annual financial report, whose contents conform to program standards. Such reports should be beyond the minimum requirements of generally accepted accounting principles and demonstrate an effort to clearly communicate the financial picture, enhance an understanding of financial reporting, and address user needs.



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