

# THE REGIONAL MUNICIPALITY OF NIAGARA

## CORPORATE SERVICES COMMITTEE

### REPORT 17-2007

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Minutes of a meeting of the Corporate Services Committee held in Committee Room 4, Regional Municipal Building, Thorold, Ontario, on Wednesday, December 12, 2007, commencing at 9:10 a.m.

#### ATTENDANCE

Committee: Councillors Martin, Co-Chair; Collins, Co-Chair; Partington, Regional Chair; Augustyn; Badawey; Burroughs; Bylsma; Casselman; D'Angela; Henderson; Heit; Puttick; Saracino.

Staff: Mr. Bergsma, Commissioner, Corporate Services; Mr. Nicol, Commissioner, Human Resources; Ms. Gilroy, Regional Clerk; Ms. Reilly, Legislative Assistant.

Staff

Part-Time: Administration: Ms. Papaiz, Coordinator, Communications; Mr. Weaver, Manager, Special Initiatives.  
Corporate Services: Mr. Bernard, Associate Director, Court Services; Ms. Crowley, Current Budget Analyst; Mr. Diakow, Director, IT Solutions; Ms. Garrett, Manager, General Accounting; Mr. Kaas, Capital Assets Analyst; Mr. Kyne, Director, Legal Services; Mr. Moffat, Manager, Property Management; Ms. Murphy, Associate Director, Current and Capital Budgets; Ms. Rae, Legal Counsel; Mr. Roach, Manager, P.W. Financial Services.  
Human Resources: Ms. Elliott, Director, Organization Development & Compensation; Mr. Miron, Manager, Corporate Health; Ms. Smith, Administrative Assistant.  
Public Health: Mr. Jones, Director, Administration, P.H.; Ms. Kasten, PHN, Chronic Disease Prevention.  
Public Works: Mr. Friessen, Director, Waste Management Services; Ms. Matthews-Malone, Director, Water and Wastewater Services; Mr. Smith, Associate Director, Waste Management Engineering; Mr. Steele, Project Manager.

#### PRESENTATIONS

334. 2008 Current and Capital Budgets  
Corporate Services Department

Ms. Margaret Murphy, Associate Director, Current and Capital Budgets, provided an overview of the proposed 2008 Corporate Services Budget. Ms. Murphy

highlighted information from the Budget Review Committee of the Whole meeting of November 29<sup>th</sup> wherein Mr. John Bergsma, Commissioner, Corporate Services Department, apprised the Committee of the guideline set by Regional Council of 3.4% which would denote a levy impact of \$9.2 million and rate impact of \$4.2 million for a total of \$13.4 million. It was noted that the guideline has been achieved and the proposed budget represents a levy impact of \$4.8 million and rates impact of \$4.2 million for a total of \$9.0 million. The combined impact on a typical householder would be an increase of \$26 for 2008 over 2007.

Ms. Murphy highlighted information related to the Capital Budget that was also presented at the November 29<sup>th</sup> Budget Review Committee of the Whole meeting, noting that the following guiding principles were used in preparation of the 2008 Capital Budget:

- Meet infrastructure needs
- Manage financing
- Split debt limit into “levy” and “rate”
- Stabilize levy
- Match rate financing to asset life

The 2008 summary of capital projects was presented for a total of \$118 million. A chart depicting the 2008 Capital vs. prior years from 2001 to 2007 was also provided.

Issues impacting the Capital Budget, to be addressed in a revised Capital Budget Strategy in the first and second quarter of 2008 for 2009 and beyond, were described as follows:

- Debt charge increases
- Development Charges
- Infrastructure needs and funding
- Police facilities
- Cash flow forecasts
- Affordability/sustainability

The Corporate Services Budget reflects the functional responsibilities of Administration; Office of the Regional Clerk; Information Systems; Legal Services and Financial Management & Planning.

The proposed 2008 Corporate Services Budget amounts to gross expenditures of \$16,764,000, net expenditures of \$15,912,000 and debt charges of \$3,836,000. This represents a net increase over 2007 of \$213,000 (excluding increase in debt charges). The % increase over 2007 (excluding debt charges) is 1.8%. A breakdown of gross and net expenditures and net changes for each program area was provided.

An organizational chart and breakdown of 2008 Corporate Services FTE's was provided indicating an increase of 4.0 to 174.4 FTE's for 2008. Ms. Murphy also highlighted the 2008 major program changes and service level indicators based on 2006 OMBI data.

The Corporate Services Capital Budget focus is on: Corporate & Technology (\$2,625,000); Buildings & Equipment (\$3,075,000) and Energy Management (\$200,000).

Conflict of Interest

Councillor Heit declared an indirect pecuniary interest with respect to 911 Emergency Services as he is employed by a wireless communication company and he therefore took no part in the discussion of, or voting on, this matter.

The proposed 2008 Non-Departmental Budget was presented as follows:

- Property Assessment - \$5,183,480 representing a net increase of \$108,603 or 2.14%
- 911 Emergency Telephone Services - \$1,030,773 representing a net increase of \$79,801 or 8.39% (due to salary increases and inflationary increases).
- General Financial Expenditures - \$2,415,210 representing a net increase of \$287,267 or 13.50%
- Contribution to Niagara Health System of \$500,000 or 100%
- Capital Levy \$6,719,111 representing a net increase of \$0.
- Net Revenue Budget \$24,834,341 representing a net increase in revenue of \$858,003 or 3.58%

(Refer to Councillor Information Requests.)

Moved by Councillor Burroughs  
Seconded by Councillor Casselman

That the presentation by Margaret Murphy, Associate Director, Current and Capital Budgets, regarding the 2008 Corporate Services Current and Capital Budgets, be received.

Carried.

335. 2008 Corporate Administration  
Current Budget

Mr. Trojan, Chief Administrative Officer, provided an overview of the proposed 2008 Corporate Administration Current Budget, outlining the department's major goals.

The Corporate Administration budget includes:

- Office of the Regional Chairman
- Regional Councillors
- Office of the CAO (Communications and Special Initiatives)

The proposed 2008 Corporate Administration Budget amounts to next expenditures of \$2,711,693 which represents an increase of \$168,000 over the 2007 approved budget. This is attributable to salaries/benefits and inflationary increases in the amount of \$99,340 and proposed program changes of \$68,426.

Mr. Trojan also highlighted the Council Business Plan providing a breakdown of the various initiatives for a total of \$1.2 million. He commented that \$50,000 for Proactive Marketing & Communications is reflected in the Corporate Administration Budget.

A summary of program changes were presented as follows:

- Increase part time role to full time (Communications) - \$18,426
- Allocation to meet emerging Council Business Planning priorities related to proactive marketing and communications - \$50,000
- Total approved FTE's for 2007 – 14.6
- Total proposed FTE's for 2008 – 14.8
- FTE Impact – Increase of .2

Mr. Trojan provided a chart comparing General Government Costs as a % of total Municipal Operating Expenditures of Niagara and the OMBI average for 2006. It was noted that Niagara's costs were 2.80% compared to the OMBI average of 3.26%.

Organizational charts for the Offices of the Chief Administrative Officer and Regional Chair was also provided.

Mr. Trojan highlighted the major elements of the 2008 work plan which support the update of Council's Business Plan and coordinates the advancement on key Council priorities (draft). A summary of ongoing work was also highlighted.

Moved by Councillor D'Angela  
Seconded by Councillor Henderson

That the presentation by Mike Trojan, Chief Administrative Officer, regarding the proposed 2008 Corporate Administration Current Budget be received.

Carried.

(Refer to Councillor Information Requests.)

336. 2008 Current Budget  
Human Resources Department

Mr. Nicol, Commissioner, Human Resources, provided an overview of the proposed 2008 Human Resources Department Current Budget. The budget includes the department's Operating Budget and Corporate Account responsibilities. Mr. Nicol highlighted the department's challenges and priorities, as well as program objectives.

The proposed 2008 Human Resources Budget amounts to \$2,946,942 in net expenditures representing an increase of \$61,569 or 2.1% over the approved 2007 budget.

An organization chart was provided reflecting 38.2 FTE which is the same as 2007.

Challenges and priorities include the Payroll/HR Administrative Services Review; Corporate People/Human Capital Strategy; collective bargaining; disability management.

The proposed 2008 Human Resources Department – Operations Budget amounts to net expenditures of \$2,974,364 representing an increase of \$66,673 over the approved 2007 budget.

Mr. Nicol highlighted the HR Department – Operations performance measures noting HR Administration Expense as a percentage of Corporate Organization Operating Expense is 0.575%. This is very cost effective in comparison to the 13 municipal sector sample in the HRBN benchmarking study, where the average was 0.6% and 0.8% of Corporate Operating Expense when including the total sample of 76 municipal and health sector Human Resources Departments across Canada. The HR Administration expense was \$5.96 per 1,000 municipal expenditure and lower than the OMBI average of \$6.18 per 1,000 (2006 data).

The proposed 2008 HR Department – Corporate Benefits Budget amounts to net expenditures of \$94,062 which represents a decrease of \$(958) over the approved 2007 budget.

Mr. Nicol outlined the HR Department Corporate Benefits program objectives; challenges/priorities and performance measures. The Commissioner noted that according to the 2007 HRBN Survey, the department's cost of dental claims expense and extended health claims expense is very cost effective in comparison with the 13 municipal sector.

The proposed 2008 HR Department – Projects Budget amounts to net expenditures of \$(121,484) which amounts to a decrease of (4,146) over the 2007 approved budget.

Mr. Nicol outlined the HR Department – Projects program objectives; challenges/priorities; program changes and performance measures.

(Refer to Councillor Information Requests.)

Moved by Councillor D'Angela  
Seconded by Councillor Augustyn

That the presentation by John Nicol, Commissioner, Human Resources, regarding the proposed 2008 Human Resources Current Budget be received.

Carried.

337. Transfer of Funds – Towpath Road Sewage Pumping Station  
And Welland North Trunk Sewer Extension, Phase II  
Town of Pelham, City of Welland and City of Thorold  
**CSD 175-2007 (PWA 171-2007)**

Moved by Councillor D'Angela  
Seconded by Councillor Augustyn

That Report CSD 175-2007 (PWA 171-2007), December 12, 2007, respecting Transfer of Funds – Towpath Road Sewage Pumping Station and Welland North Trunk Sewer Extension, Phase II, Town of Pelham, City of Welland and City of Thorold, be received.

That the contract agreement for Contract RN 05-49 with Sona Construction be amended to include the additional construction cost in the amount of \$242,900;

That the contract agreement for Contract RN 05-55 with Terra Infrastructure Inc. be amended to include the additional construction cost in the amount of \$158,905;

That the engineering agreement with Hatch Mott Macdonald be amended to include additional engineering fees in the amount of \$172,100.00;

That previously approved Wastewater Reserve Fund financing in the amount of \$415,000 be transferred from Project ZSW0209/SW0209 Gravity Sewer, Hurricane Road, Rice Road, Quaker Road, Towpath Road to Project ZSW9815/SW0622, Towpath Road Sewage Pumping Station;

That previously approved Wastewater Reserve Fund financing in the amount of \$158,905 be transferred from Project ZSW0209/SW0209 Gravity Sewer, Hurricane Road, Rice Road, Quaker road, Towpath Road to Project ZSW9816/9815, Welland North Trunk Sewer Extension Phase II Project; and

That these costs be charged against Project ZSW9815/SW0622 and ZSW9815/SW9815 respectively.

Carried.

*(Please note that Report CSD 175-2007/ PWA 171-2007 can be found behind the JNT RPTS Blue Book Tab)*

338. Niagara's Alternative Biosolids Management Contract Amendments  
**CSD 176-2007 (PWA 172-2007)**

Moved by Councillor Augustyn  
Seconded by Councillor Badawey

That Report CSD 176-2007 (PWA 172-2007), December 12, 2007, respecting Niagara's Alternative Biosolids Management Contract Amendments, be received;

That approval be given for the transfer of the Alternative Biosolids Management Contract, Loan Agreement, and all related agreements currently with Niagara Biosolids Corporation (NBC) to NBC Limited Partnership (NBLP);

That approval be given for the execution of amendments to the Alternative Biosolids Management Contract, Loan Agreement, release of the Loan and Guarantee Agreement, and all related documents to reflect the above-noted transfer; and

That the Regional Clerk be directed to ensure that the appropriate by-law is prepared for submission to Regional Council authorizing the Regional Chair and Regional Clerk to execute the consent/approval and the above referenced amendments on behalf of the Region.

Carried.

*(Please note that Report CSD 176-2007/ PWA 172-2007 can be found behind the JNT RPTS Blue Book Tab)*

339. Terms of Reference for the Establishment of a Project Development Structure To Manage the Implementation of the Wainfleet Servicing Project  
**CSD 178-2007 (PWA 173-2007/DPD 130-2007/PHD 79-2007)**

Moved by Councillor Henderson  
Seconded by Councillor Collins

That Report CSD 178-2007 (PWA 173-2007/DPD 130-2007/PHD 79-2007), December 12, 2007, respecting Terms of Reference for the Establishment of a Project Development Structure To Manage the Implementation of the Wainfleet Servicing Project, be received;

That the organizational framework outlined in the report be established to carry out the tasks required to implement this next phase of the Wainfleet Servicing Project;

That members of the Standing Committees (Planning and Public Works, Corporate Services and Public Health and Social Services) be appointed to the Wainfleet Servicing Project Joint Advisory Committee, in accordance with this report;

That Wainfleet Township be requested to appoint representatives to the Wainfleet Servicing Project Joint Advisory Committee, the Project Team and the Public Liaison Committee, in accordance with this report; and

That the City of Port Colborne be requested to appoint a representative to the Wainfleet Servicing Project Joint Advisory Committee and the Project Team, in accordance with this report.

Carried.

*(Please note that Report CSD 178-2007 / PHD 79-2007/ PWA 173-2007/ DPD 130-2007 can be found behind the JNT RPTS Blue Book Tab)*

(Refer to Councillor Information Requests.)

340. Municipal Act Amendments in Force January, 2008 –  
Requirements for Compliance  
**CSD 179-2007**

Moved by Councillor D'Angela  
Seconded by Councillor Henderson

That Report CSD 179-2007, December 12, 2007, respecting Municipal Act Amendments in Force January 1, 2008 – Requirements for Compliance, be received; and

That the Policies on Public Notice, Accountability and Transparency and Delegation of Powers and Duties, attached as Appendices I, II and III respectively to this report, be approved.

Carried.

341. Closure of Capital Projects  
**CSD 180-2007**

Moved by Councillor Burroughs  
Seconded by Councillor Saracino

That Report CSD 180-2007, December 12, 2007, respecting Closure of Capital Projects, be received;

That total net transfers of \$1,259,583, \$14,406, and \$106,815 to the Capital Levy Reserve (0035-0960), Niagara Transportation Superbuild Reserve Fund (0030-0975) and the Development Charge Reserve Fund (0030-0986) respectively, be approved to accommodate the substitution of previously approved debenture financing and the closure of Roads, Public Health, Planning, Community Services, Corporate and Technology, Buildings and Equipment, Inactive, and General Government capital projects as shown in Appendix 1;

That total net transfers of \$968 to the Senior Capital Reserve Fund (0030-0990) be approved to accommodate the closure of Community Services capital projects as shown in Appendix 2;

That total net transfers of \$27,776 to the Niagara Regional Housing Owned Units Reserve Fund (0030-0967) be approved to accommodate the closure of Niagara Regional Housing capital projects as shown in Appendix 2;

That total net transfers of \$3,402 to the Police Equipment Replacement Reserve Fund (0030-0946) be approved to accommodate the closure of Regional Police capital projects as shown in Appendix 2;

That total net transfers of \$280,857 to the Wastewater Operations Capital Reserve Fund (0030-0961) be approved to accommodate the substitution of previously approved debenture financing and the closure of Wastewater capital projects as shown in Appendix 3;

That total net transfers of \$1,405,349 from the Water Operations Capital Reserve Fund (0030-0962) be approved to accommodate the substitution of previously approved debenture financing and the closure of Water capital projects as shown in Appendix 3;

That total net transfers of \$175,436 to the Solid Waste Reserve Fund (0030-0970) be approved to accommodate the closure of Waste Management capital projects as shown in Appendix 3;

That project closures be completed as indicated in Appendix 1, 2 and 3; and

That a copy of this report be circulated to Public Works and Utilities, Public Health Services and Community Services standing committees for information purposes.

Carried.

(Refer to Councillor Information Requests.)

342. Gas Tax Reallocation  
**CSD 181-2007**

Moved by Councillor D'Angela  
Seconded by Councillor Augustyn

That Report CSD 181-2007, December 12, 2007, respecting Gas Tax Reallocation, be received; and

That Long Term Financing (1-10 years) be substituted with gas tax funding for the projects as outlined in the attached schedule.

Carried.

**ITEMS FOR INFORMATION**

343. Forecast and Year End Results and  
Budget to Actual Comparison for  
Month Ended October 31, 2007  
**CSD 184-2007**

Moved by Councillor Augustyn  
Seconded by Councillor Henderson

That Report CSD 184-2007, December 12, 2007, respecting the Forecast and Year End Results and Budget to Actual Comparison for Month Ended October 31, 2007, be received for information.

Carried.

344. Campbell East – Construction Features Update  
**CSD 185-2007**

Moved by Councillor Henderson  
Seconded by Councillor D'Angela

That Report CSD 185-2007, December 12, 2007, respecting Campbell East – Construction Features Update, be received for information.

Carried.

345. 2007 Recognition for Employee and  
Workplace Health Promotion Initiatives  
**HR 33-2007**

Dan Miron and Angie Kasten of the Region's Corporate Wellness Committee were recognized for their efforts in assisting in the Platinum and Gold corporate recognition events hosted by Healthy Living Niagara.

Moved by Councillor D'Angela  
Seconded by Councillor Bylsma

That Report HR 33-2007, December 12, 2007, respecting 2007 Recognition for Employee and Workplace Health Promotion Initiatives, be received for information.

Carried.

**MINUTES**

346. 3-2007

Moved by Councillor D'Angela  
Seconded by Councillor Augustyn

That Report 3-2007, being the minutes of the Regional Development Charges Task Force meeting of November 13, 2007, be received and approved.

Carried.

**CLOSED SESSION**

347. Moved by Councillor Burroughs  
Seconded by Councillor Collins

That this Committee do now meet in Closed Session for purposes of receiving information of a confidential nature relating to personnel, property and legal matters.

Carried.

348. A Matter of Security of the Property of the Municipality  
(Residential Source Separated Organics Update)  
**Confidential CSD 177-2007 (PWA 174-2007) (Revised)**

Moved by Councillor Collins  
Seconded by Councillor Puttick

That Confidential Report CSD 177-2007 (PWA 174-2007), December 12, 2007 (Revised), respecting A Matter of Security of the Property of the Municipality (Residential Source Separated Organics Update), be received and referred to the Planning and Public Works Committee for approval.

Carried.

349. Update - Proposed Acquisition of Property by the Municipality  
City of Welland  
**Confidential CSD 182-2007 (PHD 80-2007)**

Moved by Councillor Puttick  
Seconded by Councillor Collins

That Confidential Report CSD 182-2007 (PHD 80-2007) , December 12, 2007, respecting the Update - Proposed Acquisition of Property by the Municipality, City of Welland, be received and the recommendations contained therein be approved.

Carried.

350. Proposed Acquisition of Property by the Municipality  
City of St. Catharines  
**Confidential CSD 183-2007 (PHD 81-2007)**

Moved by Councillor Puttick  
Seconded by Councillor Burroughs

That Confidential Report CSD 183-2007 (PHD 81-2007) , December 12, 2007, respecting the Proposed Acquisition of Property by the Municipality, City of St. Catharines, be received and the recommendations contained therein be approved.

Carried.

351. A Matter of Labour Relations:  
Family Day Statutory Holiday  
**Confidential HR 34-2007**

Moved by Councillor Puttick  
Seconded by Councillor Cordiner

That Confidential Report HR 34-2007, December 12, 2007, respecting A Matter of Labour Relations concerning the Family Day Statutory Holiday be approved as declared by the Premier of Ontario on October 11, 2007 and to be observed on the third Monday in February, beginning in 2008.

Carried.

352. Moved by Councillor Augustyn  
Seconded by Councillor Henderson

That this Committee do now rise with report.

Carried.

### **COUNCILLOR INFORMATION REQUESTS**

- (i) Slide 25 – Economic Prosperity - \$150,000 – review as to whether this amount should be part of the NEDCO budget. (Burroughs) (Refer to minute 334)
- (ii) Slide 26 - That the Permissive Grants heading within the Non-Departmental Budget be removed and changed to show the contribution to the Niagara Health System (and that NHS be changed to correctly reflect where the commitment is going (Regional Cancer Centre/Cardio Hospital, etc.) (Augustyn/Casselman) (Refer to minute 334)
- (iii) That the contribution to the “Niagara Health System” be shown as a separate line item in the Budget (Augustyn) and that the dollar amount be shown separately on the tax bill (Burroughs) (Refer to minute 334)
- (iv) Slide 24 – Investigate whether the Region receives any revenues from the monies collected through the residents of Niagara for 911 services (D’Angela) (Refer to minute 334)

- (v) Provide general information to Councillors on what services and programs the Region provides, as well as specific information that Councillors may need in order to respond to budget questions. (Puttick) (Refer to minute 335)
- (vi) Staff provide information showing how HR compares with respect to the number of dedicated HR staff per number of employees in the corporation and information on aging workforce trend (Committee) (Refer to minute 336)
- (vii) Clerk's office email Councillors requesting a volunteer from each of the Standing Committees to serve on the Wainfleet Servicing Project Joint Advisory Committee. (Collins) (Refer to minute 339)
- (viii) That the issue of the context of the Closure of Capital Projects Reports be referred to the Audit Committee for review on how to better prepare this report to include all necessary and appropriate information for Councillors reference. (Burroughs) (Refer to minute 341)

### **ADJOURNMENT**

Committee adjourned at 12:05 a.m. to meet again on Wednesday, January 9, 2008, at 9:00 a.m. in Committee Room 4, Regional Headquarters.

Doug Martin  
Co-Chair

Gail Reilly  
Legislative Assistant

Michael Collins  
Co-Chair

Pam Gilroy  
Regional Clerk