

Administration

Office of the Regional Clerk

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www.niagararegion.ca

April 24, 2014

CL 5-2014, April 10, 2014

PDC 1-2014, April 2, 2014

Report PDS 4-2014

LOCAL AREA MUNICIPALITIES

SENT ELECTRONICALLY

Growth Management Performance Indicators 2011-2013

PDS 4-2014

Regional Council, at its meeting of April 10, 2014, approved the following recommendations of its Planning and Development Committee:

That Report PDS 4-2014, April 2, 2014, respecting Growth Management Performance Indicators 2011-2013, **BE RECEIVED; as amended**

That a copy of this report **BE CIRCULATED** to the local area municipalities, School Boards, the Ministry of Municipal Affairs and Housing and the Ministry of Infrastructure;

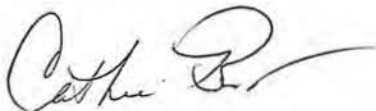
That Report PDS 4-2014 **BE AMENDED to include circulating Report PDS 4-2014 to the Niagara Association of Realtors and the Realtors Association of Hamilton-Burlington; and**

That all circulated bodies be asked to provide staff with their comments on the report.

A copy of Report PDS 4-2014 is enclosed for your information.

Please direct all comments to Greg Bowie, Policy Planner, Planning and Development Services at greg.bowie@niagararegion.ca.

Yours truly,



Cathie Best
Interim Regional Clerk
:amn

cc: S. Mabee, District School Board of Niagara
S. Whitwell, Niagara Catholic District School Board
A. Aazouz, Conseil Scolaire de District Catholique Centre-Sud
M. Ladouceur, Conseil scolaire Viamonde
M. Christie, Ministry of Municipal Affairs and Housing
K. Mills, Ministry of Infrastructure
Niagara Association of Realtors
Realtors Association of Hamilton-Burlington
M. L. Tanner, Acting Commissioner, Planning & Development Services
G. Bowie, Policy Planner
B. Dick, Senior Planner
C. Benson, Acting Director; Planning Services
S. McPetrie, Administrative Assistant to the Commissioner, Planning & Development Services
N. Smagata, Administrative Assistant, Planning & Development Services

Niagara Region

REPORT TO: Planning and Development Committee

SUBJECT: Growth Management Performance Indicators 2011-2013

RECOMMENDATIONS

1. That this report **BE RECEIVED** for information; and
2. That a copy of this report **BE CIRCULATED** to the local area municipalities, School Boards, the Ministry of Municipal Affairs and Housing and the Ministry of Infrastructure.

PURPOSE

The Regional Official Plan, through Amendment 2-2009, sets out the growth strategy for the Region including the allocation of population, housing and employment to local municipalities. To monitor the implementation of this strategy, a number of indicators have been developed to measure the performance relative to what is forecasted. Monitoring population and employment growth forecasts are consistent with the Council Business Theme 3: Open for Business.

BUSINESS IMPLICATIONS

There are no financial implications associated with the approval of this report.

REPORT

Background

Regional Policy Plan Amendment 2-2009 sets out the Growth Management Strategy (GMS) for Niagara in response to the Provincial Growth Plan (Places to Grow). The GMS established population and employment targets for each municipality and the Region as a whole. To monitor the ongoing implementation of the GMS, Performance Indicators were identified and endorsed by Regional Council in Report ICP 23-2010. The Performance Indicators were further refined through ICP 83-2011, which highlighted the growth trends and achievements from 2006 through 2010.

Performance Indicators are a tool used to measure the progress of the GMS. The indicators can be used to track growth relative to what was forecasted and be utilized as a guide in future decision making processes. Based on Performance Indicators previously established, this report provides Council with an update on growth trends for 2011 through 2013 and are further analyzed in relation to 2006-2010 data.

Overview

Specific trends in 2011 through 2013 show:

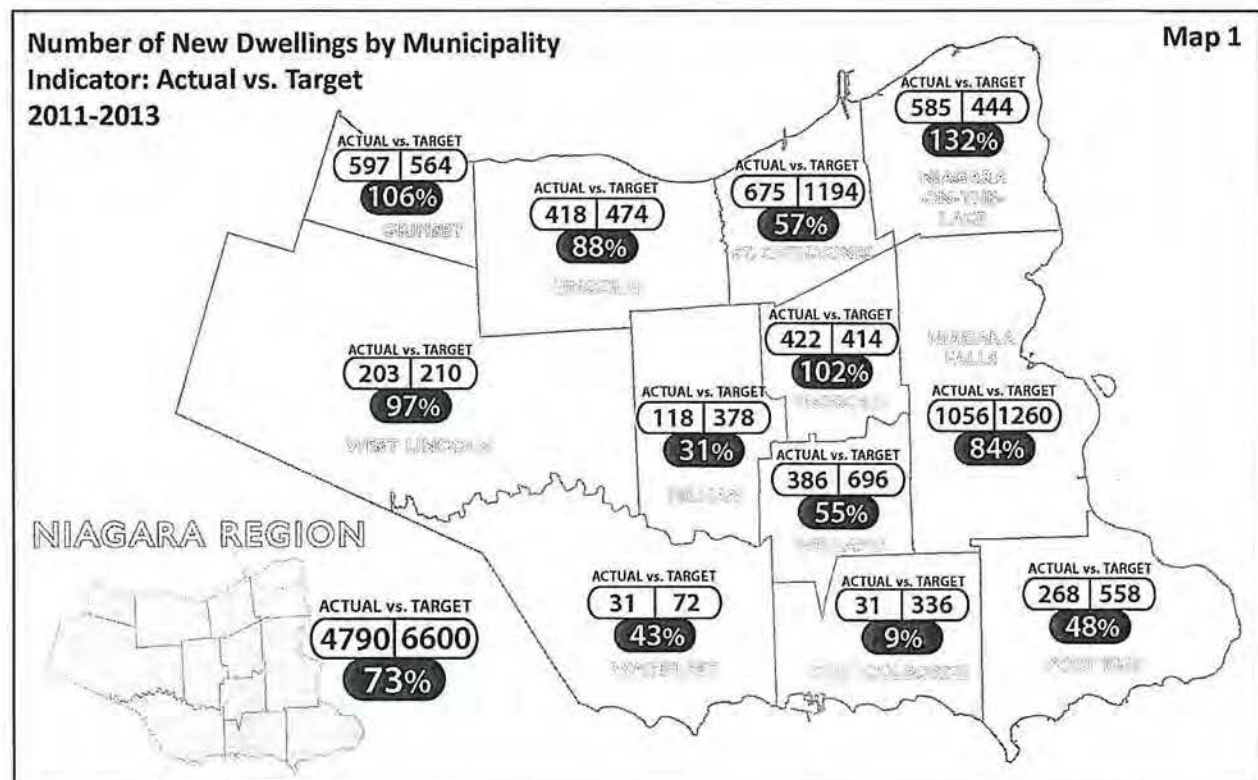
- An increase in the number of new dwellings being constructed annually in Niagara;
- Niagara continues to meet required intensification targets, and;
- Designated Greenfields are developing above 50 people and jobs per hectare at the parcel level across Niagara.

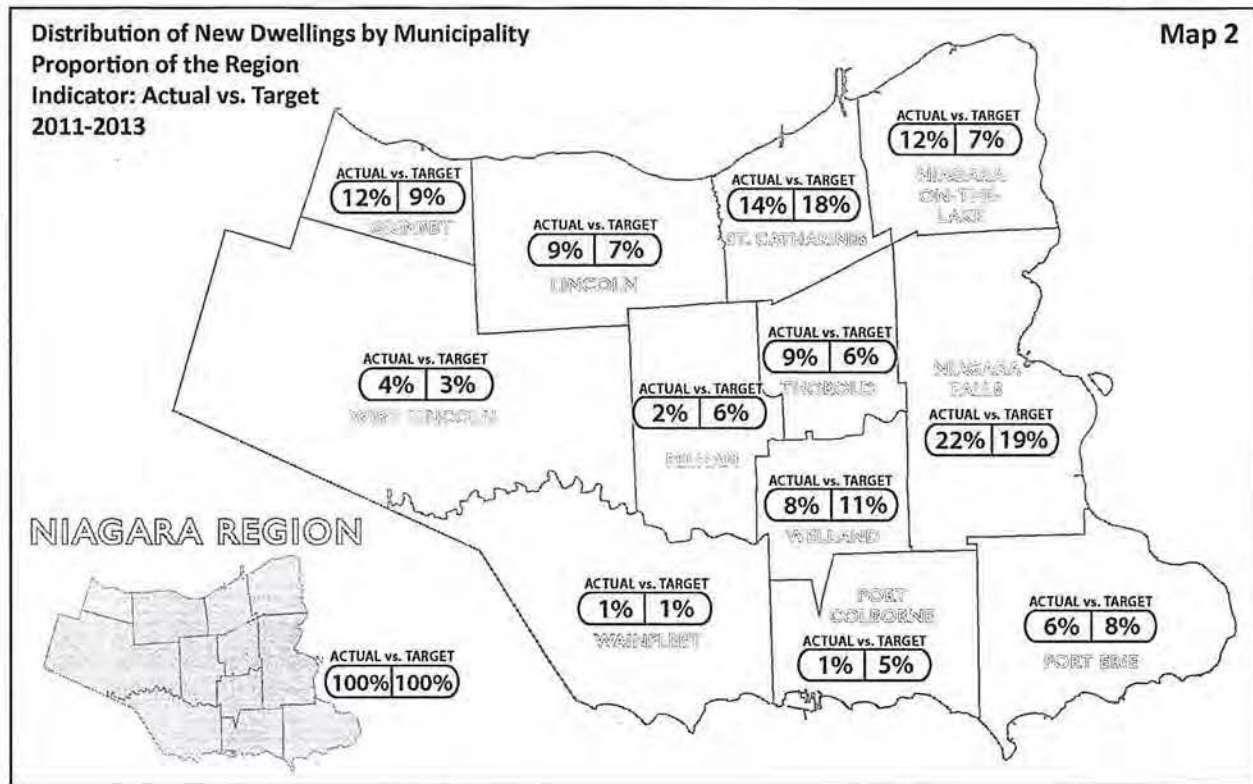
Monitoring growth is a fundamental component of implementing the GMS and ensuring Niagara is meeting requirements outlined in Places to Grow.

Amount and Distribution of Development

A component of the Growth Management Strategy (GMS) is to forecast the total number of new housing units being built in the Region and allocate that projected growth for each municipality. ICP 83-2011 showed the overall housing unit growth from 2006 to 2010 was below the forecasted trends in the GMS. The lag in growth can be attributed to the economic downturn experienced in 2008-2009. Between 2010 and 2013, the Region began to trend upwards in regards to annual housing units constructed; however, growth continues to be below forecast.

On a local municipal level, growth trends from 2011 through 2013 have shown that Grimsby and Niagara-on-the-Lake are building new housing units at a higher than projected rate while the remainder of the local municipalities have been close or below forecast (refer to Map 1). Likewise, the allocation of growth shows the proportion of development for each municipality relative to the Region. The majority of local municipalities are meeting, or are close to, their projected development (refer to Map 2).

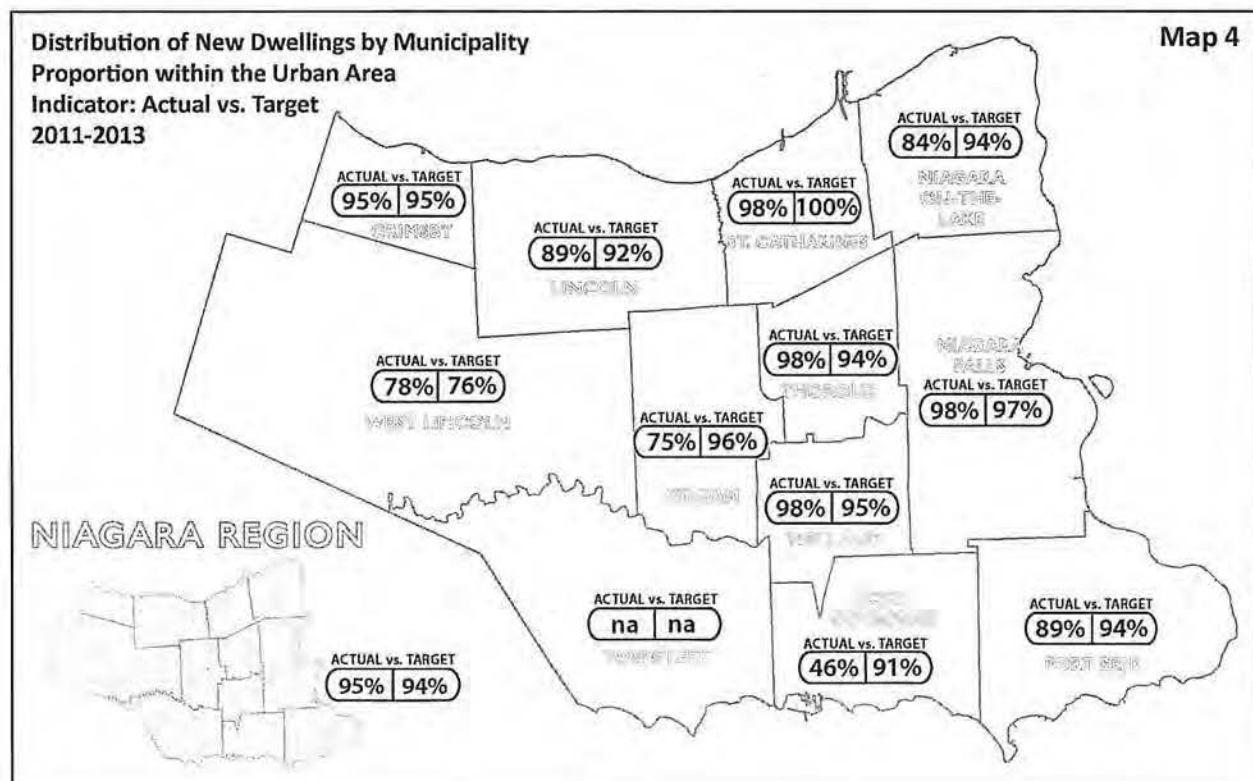
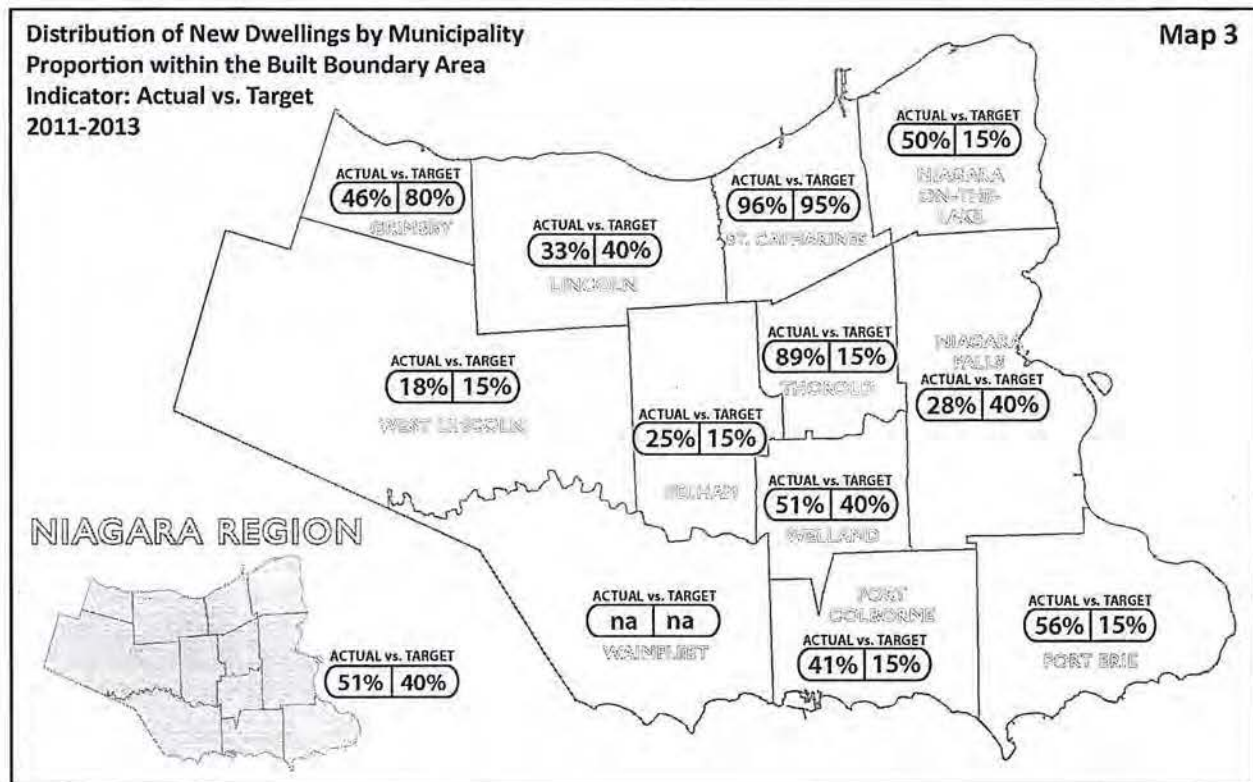




Development Intensification

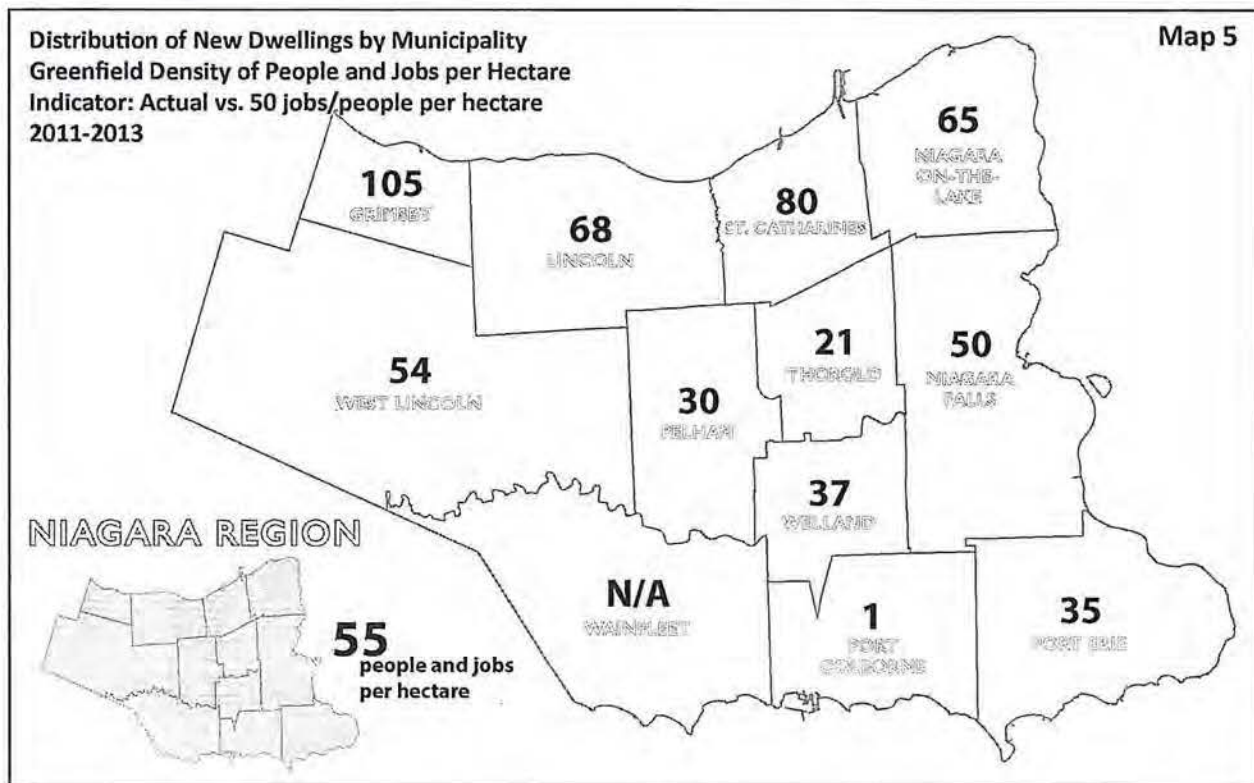
According to Places to Grow, by 2015 and for each year thereafter, 40 per cent of residential development within an upper-tier municipality is to occur within the Built Boundary (known as the *intensification target*). If an upper-tier municipality is achieving an intensification target higher than 40 per cent by 2015, that level becomes the new minimum intensification target. Since 2006, Niagara Region has consistently achieved an intensification rate over the 40 per cent minimum. The Region's rate, however, has dropped between 2011 and 2013 as a result of more residential development occurring on Greenfield lands across Niagara (refer to Map 3). In general, the intensification rate will likely fluctuate throughout the 2031 planning horizon as municipalities balance redevelopment opportunities with Greenfield developments.

Another component of the GMS is to focus development in settlement areas to maximize use of each community's services and infrastructure. As such, the GMS forecasts the amount of both urban and non-urban residential development within each municipality and the Region as a whole. Between 2006 and 2010, the distribution of urban development across the Region was in line with the GMS. Between 2011 and 2013 there was an increase in urban development (refer to Map 4). In general, the Region continues to achieve urban development targets and should continue to achieve forecasted urban development as the rural lot inventory diminishes as existing lots of record are developed.



Finally, as directed by Places to Grow and implemented through Amendment 2-2009, designated Greenfield areas within upper-tier municipalities are required to develop at a minimum density target of 50 people and jobs per hectare.

Regional staff has developed a preliminary method for tracking growth as it occurs in the Greenfield using annual building permit data and parcel coverage data. The method focuses on tracking growth on a parcel level, whereas Places to Grow mandates densities be calculated across the entire Greenfield. This method will be refined overtime through collaboration with local municipal partners. Other tools for implementing 50 people and jobs per hectare include secondary plans, plans of subdivision and zoning amendments. Since 2011-2013, the Region has been achieving appropriate Greenfield densities (refer to Map 5). In general, municipalities that are not achieving the minimum Greenfield density are exceeding intensification targets. As the focus in these municipalities shifts to Greenfield development, it is anticipated that Greenfield densities will trend upwards to the minimum density target.



Growth Plan Performance Indicators – Ministry of Infrastructure

On March 3, 2014, the Ministry of Infrastructure released “Towards Performance Indicators”, a document outlining a series of proposed indicators to measure the implementation of Growth Plan policies. The proposed indicators are being released for consultation until April 30, 2014 and the Ministry will be holding workshops on the indicators throughout the Greater Golden Horseshoe. To review and comment on the proposed indicators, a working group will be formed including both Regional and local planning staff. Final recommendations will be given to the Planning and Development Committee on April 23, 2014 for endorsement.

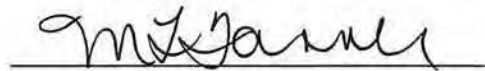
Summary

The Growth Management Strategy (GMS) set out in Regional Policy Plan Amendment 2-2009 determines the planned amount and distribution of development in Niagara. Using the forecasted growth for each five year period (2006-2011, 2011-2016, 2016-2021, etc.), we are able to track growth relative to anticipated targets for the year 2031. In general, residential growth is still below expected levels as Niagara's economy continues to recover and rebound following the economic downturn experienced in 2008-2009. Information provided in this report will be used to inform the GMS review in 2015 and any other applicable Regional plans.

REPORTS PERTINENT TO THIS MATTER

- ICP 83-2011, Growth Management Implementation Performance Indicators 2006-2010, October 6, 2011
- ICP 23-2010, Performance Indicators to Monitor the Niagara 2031 Growth Management Strategy Implementation, May 13, 2010

Submitted by:



Mary Lou Tanner, MCIP, RPP
Acting Commissioner
Planning and Development Services

Approved by:



Harry Schrage
Chief Administrative Officer

This report was prepared by Greg Bowie, Policy Planner, reviewed by Brian Dick, MCIP, RPP, Senior Planner and Curt Benson, MCIP, RPP, Acting Director of Planning Services.

RECEIVED

APR 28 2014

CITY CLERK'S OFFICE
ST. CATHARINES, ONTARIO

**Notice of Study Commencement
Municipal Class Environmental Assessment**

**Lakeshore Road West (Regional Road 87)
Reconstruction and New Storm Sewer/Culvert Replacement
Seventh Street Louth (Regional Road 34) to Third Street Louth
City of St. Catharines**

35.23.23

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APR 25 2014

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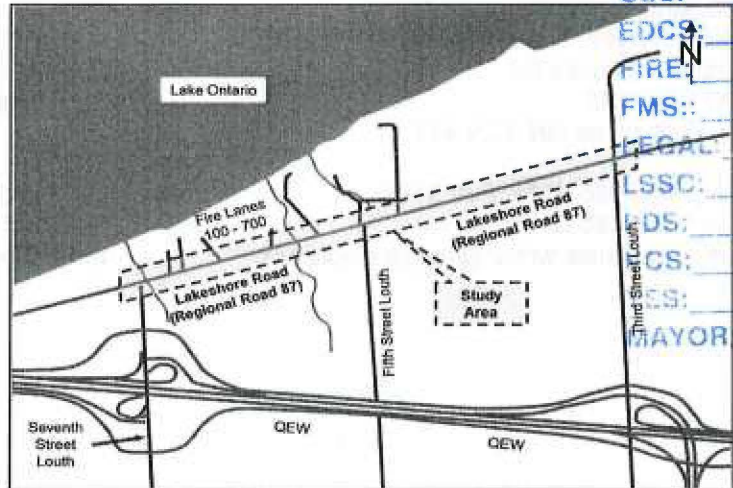
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MAYOR/CAO: _____

The Study

The Regional Municipality of Niagara (Region) has initiated a Municipal Class Environmental Assessment (Class EA) to address road and storm sewer/culvert improvements on Lakeshore Road West (Regional Road 87) from Seventh Street Louth (Regional Road 34) to Third Street Louth. Lakeshore Road West presently functions as a two-lane arterial roadway serving east-west traffic flows, providing access to residential, commercial, and industrial land uses. This study will identify and evaluate improvement alternatives required to reconstruct Lakeshore Road West which may include a combination of the following:



- Redesign of the road to an urban, rural, or semi-urban cross-section;
- Drainage improvements including the replacement of existing culverts and the potential installation of storm sewers; and
- The addition of paved shoulders or on-road cycling facilities.

In addition to the above, this study will also identify and address other engineering aspects of the study area including roadway geometrics, accesses to adjoining properties, stormwater management, utilities and services.

The Process

In accordance with the Municipal Engineers Association's (MEA) *Municipal Class Environmental Assessment*, (2000, as amended in 2007 and 2011), this notice signifies the commencement of the Municipal Class EA as described above. Furthermore, this study will be conducted in compliance with Schedule B of the *Municipal Class Environmental Assessment*.

Public and review agency consultation is a key element of the Class EA process and input will be sought from various parties throughout this study. At this time, it is anticipated that two (2) Public Information Centres (PICs) will be conducted to solicit public input for this study. It is anticipated that the first public meeting will be held in late spring 2014. Details regarding the forthcoming PICs will be advertised as the study progresses. Upon completion of the study, a comprehensive *Project File Report* will be prepared and placed on the public record for a 30-day review period. The document will detail the planning process and the preferred alternative including how the public and agency input was received. A *Notice of Completion* will be issued at that stage.

Comments

The PIC will provide an opportunity for the public to review the preferred alternative, provide comments, and discuss concerns and issues with representatives from the Project Team. Comments received from the public will be considered in the preparation of the *Project File Report*. With the exception of personal information, all comments will become part of the public record. For further information, please contact one of the Project Team members identified below.

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Project Manager, Transportation Engineering

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Public Works, Transportation Services
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Rick Hein, P.Eng., PTOE, AVS

Manager, Transportation

Associated Engineering (Ont.) Ltd.
208-110A Hannover Dr
St. Catharines ON L2W 1A4

Tel.: 905-346-0990

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April 15, 2014

CL 5-2014, April 10, 2014

PDC 1-2014, April 2, 2014

Report PDS 3-2014

LOCAL AREA MUNICIPALITIES

SENT ELECTRONICALLY

Project Initiation Report

Regional Official Plan Amendment (ROPA 8)

To update the Aggregate Resources Policy

PDS 3-2014

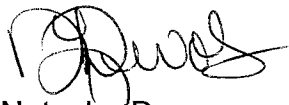
Regional Council, at its meeting of April 10, 2014, approved the following recommendations of its Planning and Development Committee:

That Report PDS 3-2014, April 2, 2014, respecting Project Initiation Report, Regional Official Plan Amendment (ROPA 8), To update the Aggregate Resources Policy, **BE RECEIVED**;

That a copy of this report **BE CIRCULATED** to the local area municipalities, Niagara Peninsula Conservation Authority and the Ministry of Municipal Affairs and Housing.

A copy of Report PDS 3-2014 is enclosed for your information.

Yours truly,



Natasha Devos

Acting Regional Clerk

:amn

cc: T. D'Amario, Niagara Peninsula Conservation Authority
M. Christie, Ministry of Municipal Affairs and Housing
K. Goerz, Planner
D. DeFields, Senior Planner
M. L. Tanner, Acting Commissioner, Planning & Development Services
C. Benson, Acting Director, Planning Services
S. McPetrie, Administrative Assistant to the Commissioner, Planning & Development Services
N. Smagata, Administrative Assistant, Planning & Development Services

Niagara Region

REPORT TO: Planning and Development Committee

SUBJECT: Project Initiation Report:
Regional Official Plan Amendment (ROPA 8) to update the
Aggregate Resources Policies

RECOMMENDATIONS

1. That this report **BE RECEIVED** for information; and,
2. That a copy of this report **BE CIRCULATED** to the local area municipalities, the Niagara Peninsula Conservation Authority and the Ministry of Municipal Affairs and Housing.

PURPOSE

The purpose of this report is to provide information to Regional Council about the commencement of the review and update to the aggregate resources policies in the Regional Official Plan (ROP). The update to the aggregate resources policies will be completed as a component of Imagine Niagara (the Five Year Review of the Regional Official Plan).

This report supports Council's Business Plan Theme 1: Responsive Region and Theme 4: Environmental Responsibility; and implements the direction of Regional Council to make updating the aggregate policies a priority in the Imagine Niagara work program.

BUSINESS IMPLICATIONS

There are no financial implications arising from this report. The review and update to the aggregate resources policies is included in the Planning and Development Services budget for 2014.

REPORT

Niagara has a number of deposits of aggregate resources (sand, gravel, stone and shale). These resources are important to the local economy and need to be managed properly to ensure long-term protection and use. Updating the aggregate policies will help to strengthen the existing aggregate policies, so that if or when extraction occurs, it is done so in a way that has a minimal impact on the surrounding land uses and does not significantly impact the natural, built and human environments.

The focus of the amendment will be on alignment with Provincial legislation and to support best management practices. The update will focus primarily on the existing Mineral Resources Section (Section 7.D) in the Regional Official Plan; however, may consider changes to other policies if they relate to aggregates.

The main goals for this update will be to update the policies to reflect current legislation, update mapping to show accurate areas of mineral deposits and areas with existing operations and to ensure that any future new/expanding operations are compatible with the surrounding area and have proper remediation plans in place.

The policy update will be guided by a working group of local area planners and will afford the opportunity for residents and stakeholders to be engaged in different stages of the policy development process. The policy update will be completed in three phases:

Phase One: Background Study

The background document will inform the Regional Official Plan Amendment (ROPA) by outlining the existing state of aggregates within the Region, the role of various agencies and legislation involved in the review process and what the application review process would include. Best practices research will also be conducted during this phase.

Phase Two: Regional Official Plan Amendment

Policies will be drafted and reviewed through conversations with key stakeholders and users of the Plan. A draft amendment will be prepared and a statutory public meeting for the amendment under the *Planning Act* will be held early in 2015. A final recommendation report will follow in 2015.

Phase Three: Implementation

It is anticipated that guidance materials will be developed to assist with implementing the aggregate resources policies.

As discussed at the Special Meeting of Council on October 10, 2013, the petroleum policies will also be completed as a separate amendment following this amendment.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

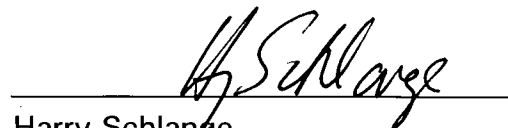
- N/A

Submitted by:



Mary Lou Tanner, MCIP, RPP
Acting Commissioner
Planning and Development Services

Approved by:



Harry Schlange
Chief Administrative Officer

This report was prepared by Kailen Goerz, Planner and reviewed by Danielle De Fields, Senior Planner, Planning Services and Curt Benson, MCIP, RPP, Acting Director, Planning Services

Administration

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April 15, 2014

CL 5-2014, April 10, 2014

PDC 1-2014, April 2, 2014

Report PDS 7-2014

LOCAL AREA MUNICIPALITIES

SENT ELECTRONICALLY

Development Services Division –
2013 Year End Report on Development
Activity and 4th Quarter Application Summary
PDS 7-2014

Regional Council, at its meeting of April 10, 2014, approved the following recommendations of its Planning and Development Committee:

That Report PDS 7-2014, April 2, 2014, respecting Development Services Division – 2013 Year End Report on Development Activity and 4th Quarter Application Summary, **BE RECEIVED**;

That this report **BE CIRCULATED** to the local area municipalities and Niagara Peninsula Conservation Authority for information.

A copy of Report PDS 7-2014 is enclosed for your information.

Yours truly,



Natasha Devos
Acting Regional Clerk
:amn

cc: T. D'Amario, Niagara Peninsula Conservation Authority
D. Platakis, Planning & GIS Data Administrator
L. Earl, Senior Planner
M. L. Tanner, Acting Commissioner, Planning & Development Services
C. Benson, Acting Director, Planning Services
S. McPetrie, Administrative Assistant to the Commissioner, Planning & Development Services
N. Smagata, Administrative Assistant, Planning & Development Services

Niagara Region

REPORT TO: Planning and Development Committee

SUBJECT: Development Services Division - 2013 Year End Report on Development Activity and 4th Quarter Application Summary

RECOMMENDATIONS

1. That this report **BE RECEIVED** for information; and,
2. That this report **BE CIRCULATED** to the local area municipalities and Niagara Peninsula Conservation Authority for information.

PURPOSE

To report on business activities undertaken by Development Services during 2013, highlighting the volume of applications and pre-consultations and identifying other important activities.

BUSINESS IMPLICATIONS

This report supports Council's Business Plan Theme 1: Responsive Region. There are no financial or legal implications resulting from this report as the revenue and costs associated with development review is within the 2014 budget.

REPORT

The Development Services Division plays a key role in implementing the Regional Policy Plan, which sets out Council's objectives and policies respecting economic development, growth management, agricultural land, infrastructure planning and resource protection. The division works to align decisions on individual planning and development applications with Council's community planning policies and to ensure that infrastructure is coordinated with the Region's Master Servicing Plan and Transportation Strategy.

The Division is responsible for providing guidance and support on planning and development-related applications circulated under the *Planning Act*. These reviews are completed in accordance with the Memorandum of Understanding 2007 (MOU) and the MOU Addendum 2010 signed by the Region, the local municipalities and the Conservation Authority.¹

¹ A revised MOU was presented to PW Committee and Council on February 6, 2014 (PW 1-2014). The revised MOU has been circulated to the local municipalities to provide comments by April 30, 2014.

Development Services provides a “one-window” Regional review, bringing together comments related to engineering, planning and public health, as well as from other branches of the Region’s operations, where necessary.

The division also reviews municipal servicing applications filed with the Ministry of the Environment and private sewage system applications and inspections required under Part VIII of the Ontario Building Code for 9 of the Region’s local municipalities.

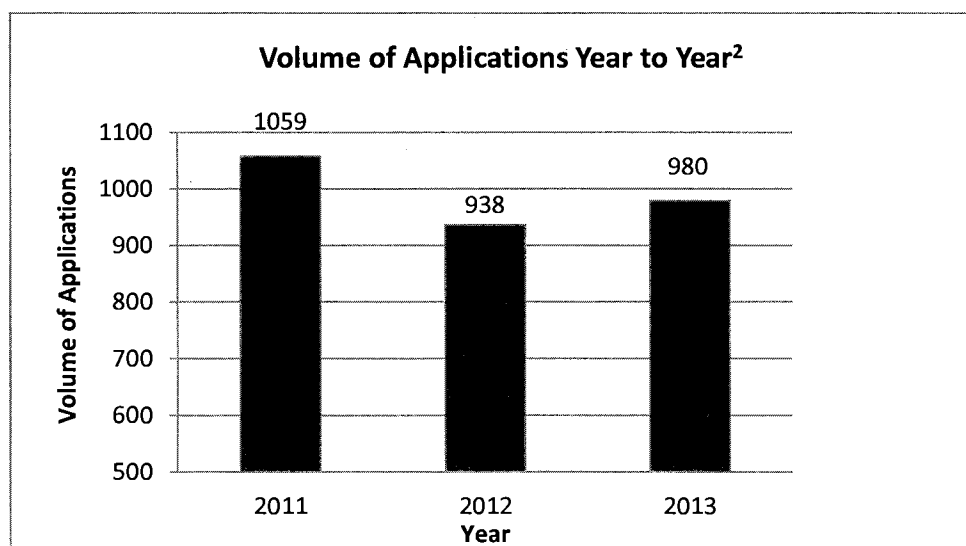
Summary of Yearly Development Application Activity

In 2012, Development Services began reporting quarterly to Council with a summary on the activities of the Division (as noted in the “Open for Business” Action Plan “Dashboard on Development Activity”). These reports play an important function by providing more open communication and transparency respecting the Division’s work and supplying information that is used to streamline its business processes.

2013 Development Application Activities

Key findings are as follows:

- **A 4.5% increase over 2012.**



The numbers of private sewage systems (PSS) applications and Orders to Comply were relatively unchanged in 2013 compared to 2012 (354 applications and 31 Orders to Comply).

- **A 61% increase in complex applications over 2012.**

² In 2012, the Region ceased its review of PSS applications for Wainfleet. In 2011, there were 59 PSS applications for Wainfleet, which is included in the 1059 applications. The dashed line in the table shows the application volume without Wainfleet PSS applications for comparison purposes.

Of the 626 Development Planning and Development Engineering applications received, 261 (41.7%) were considered to be complex (Official Plan and Zoning By-law Amendments, and Draft Plans of Condominium/Subdivision).

	2013	2012
Planning and Engineering Applications Received	626	595
Considered to be Complex	261	158
% of Applications Complex	41.7%	26.5%

Additional statistics are contained in the appendices. Appendix 1 contains data on the numbers and types of applications received in 2013. Appendix 2 breaks down the numbers of applications by municipality and compares them with the number of applications received in 2012. Appendix 3 contains a summary of the number of applications received during the 4th quarter of 2013, as well as information on pre-consultation meetings held and timelines. Table 1 of Appendix 3 contains data on the numbers of applications by municipality and application type.

- **A 32.5% increase in pre-consultation meetings with customers**

Staff notes that a total of 375 pre-consultation meetings were held in 2013. This is a 32.5% increase over the number of pre-consultation meetings held in 2012 (283). In June of 2012, a regular schedule was introduced with local municipal partners establishing monthly and/or semi-monthly pre-consultation meetings. The schedule establishes pre-consultation with applicants as a priority to discuss potential new development applications and other planning related issues, and eliminates the often difficult task of finding dates when all parties to an application are available. This schedule has been very favourably received by developers, consultants, the NPCA and staff of the local municipalities, and has contributed to the development of stronger relationships amongst all participants.

Pre-consultation meetings allow for all staff (local, regional, NPCA and NPC) to identify potential issues up front, and to request information and scope the studies that will be required as part of a complete development application. This avoids frustration and confusion from the applicants/developers who now know exactly what will be required prior to the submission of applications. In recent months, applicants have also been informed of incentive programs offered by the local municipality and Region.

- **Shorter Approval Timelines**

Of significance, statistics now suggest that pre-consultation meetings are a major contributing factor to substantially reducing the review period of Official Plan Amendment and rezoning applications across the region. As shown below, the average review period of an Official Plan Amendment application (from receipt by the Region to local Council approval) was 151 days in 2012. This number fell to 102 days in 2013; saving 49 days (approximately 33%).

Application Type	Average Days to Complete 2012	Average Days to Complete 2013	Difference in Number of Days	% Change
Official Plan Amendment	151	102	49 less	32% quicker in 2013
Zoning Bylaw Amendment	112	75	37 less	49% quicker in 2013

Staff believes that there are several factors contributing to this strong result, including:

- the extent of research being completed in preparation for pre-consultation meetings;
- the thorough discussions that occur at the meetings as a result of the research;
- the completeness of the application as a result of the knowledge the applicant has gained at the pre-consultation, and
- the high priority set for pre-consultation and completion of the Region and NPCA's review within defined customer service timelines.

The success of this program has resulted in stronger relationships between the NPCA, local and regional staffs.

Staff from the local municipalities and Region are currently working on a best practice review of pre-consultation meetings in order to further streamline the process.

• **97.5% On Time Comments**

The Region's timely review of development applications has been established as a priority. In 2013, Development Services staff responded on time or before the due date 97.5% of the time compared to 93% in 2012. The iDarts program allows staff to monitor and generate this data.

OTHER REPORTS PERTINENT TO THIS MATTER

- PW 74-2012 Proposed Open for Business Action Plan for the Development Services Division, July 26, 2014
- PW 12-2013 Development Services Division 2012 Year End Report on Development Activity, February 28, 2014
- PW 47-2013 Development Services Division – Development Activity Report 1st Quarter of 2013, June 6, 2013
- PW 77-2013 Development Services Division – Development Activity Report 2nd Quarter of 2013, September 19, 2014
- PW 105-2013 Development Services Division – Development Activity Report 3rd Quarter of 2013, November 21, 2014

Submitted by:



Mary Lou Tanner, MCIP, RPP
Acting Commissioner
Planning and Development Services

Approved by:



Harry Schlange
Chief Administrative Officer

This report was prepared by Darren Platakis, BSc (Hons), GIS (PG) and Lindsay Earl, MCIP RPP, Senior Planner, and reviewed by Marilyn Radman, MCIP RPP, Manager Development Services Division.

Appendices

Appendix I	2013 Development Services Applications by Municipality	Page 6
Appendix II	2013 vs. 2012 Development Services Applications by Municipality	Page 7
Appendix III	Summary of 2013 Fourth Quarter Activities	Page 10

APPENDIX I 2013 DEVELOPMENT SERVICES APPLICATIONS BY MUNICIPALITY

Development Services Applications By Municipality - 2013 Year End Totals

	Fort Erie	Grimsby	Lincoln	Niagara Falls	NOTL	Pelham	Port Colborne	St. Catharines	Thorold	Wainfleet	Welland	West Lincoln	Region-Wide	TOTAL 2013	Total 2012 Comparison Type/Subtype
Development Planning															
Plan of Condominium (CD)	5	8	2	7	5	0	0	4	2	0	0	1	0	34	8
Consent (CS)	3	6	7	2	22	1	8	5	0	19	0	11	0	84	100
Development Charges - Smart Growth Reductions (DCS)	0	0	0	0	0	0	0	7	1	0	3	0	0	11	13
Environmental (EN)	6	1	1	10	5	1	4	8	3	0	4	3	1	47	48
Niagara Escarpment Commission (NEC)	0	10	11	1	2	3	0	6	4	0	0	0	1	38	68
Local Official Plan Amendments (OPA)	9	1	1	6	3	2	1	4	4	0	2	4	0	37	32
Other (OTH)	4	0	3	0	2	0	1	1	0	1	2	0	0	14	21
Plan of Subdivision (SD)	10	6	2	8	3	4	2	3	5	0	9	0	0	52	7
Local Zoning By-law Amendments (ZA)	15	7	9	18	16	6	9	9	11	8	11	19	0	138	112
Development Planning SUBTOTAL	52	39	36	52	58	17	25	47	30	28	31	38	2	455	409
Development Engineering															
Minor Variances (MV)	4	2	8	4	10	7	13	14	2	3	5	1	0	73	70
Servicing Reviews (SR)	4	2	6	6	8	5	2	11	2	0	8	0	0	54	49
Site Plans (SP)	2	4	9	3	5	2	1	12	1	0	4	1	0	44	67
Development Engineering SUBTOTAL	10	8	23	13	23	14	16	37	5	3	17	2	0	171	186
Private Sewage Systems (PSS)															
Private Sewage System (PSS)	58	13	86	27	52	44	39	13	20	1	0	1	0	354	343
Private Sewage System SUBTOTAL	58	13	86	27	52	44	39	13	20	1	0	1	0	354	343
MUNICIPALITY TOTALS	120	60	145	92	133	75	80	97	55	32	48	41	2	980	938
2012 Totals Comparison - Municipality	90	59	131	114	145	82	57	120	48	28	32	30	2	938	

NOTE: This table does not reflect applications submitted in previous years that require additional or continued review in 2013. (e.g. secondary plans, clearance of draft subdivision or condominium conditions, extension of draft approval).

**APPENDIX II
 2013 VS. 2012 DEVELOPMENT SERVICES APPLICATIONS BY MUNICIPALITY**

Fort Erie				Grimsby			
	2013	2012	% Change		2013	2012	% Change
Development Planning	52	31	67.7 ↑	Development Planning	39	29	34.5 ↑
Development Engineering	10	10	No Change	Development Engineering	8	17	53.0 ↓
Private Sewage System	58	50	16.0 ↑	Private Sewage System	13	13	No Change
Total Applications	120	91		Total Applications	60	59	
% Change Total	31.9 ↑			% Change Total	1.7 ↑		

Lincoln				Niagara Falls			
	2013	2012	% Change		2013	2012	% Change
Development Planning	36	48	25.0 ↓	Development Planning	52	48	8.3 ↑
Development Engineering	23	15	53.3 ↑	Development Engineering	13	27	51.9 ↓
Private Sewage System	86	68	26.5 ↑	Private Sewage System	27	39	30.8 ↓
Total Applications	145	131		Total Applications	92	114	
% Change Total	10.7 ↑			% Change Total	19.3 ↓		

Niagara On The Lake				Pelham			
	2013	2012	% Change		2013	2012	% Change
Development Planning	58	60	3.3 ↓	Development Planning	17	29	41.4 ↓
Development Engineering	23	23	No Change	Development Engineering	14	14	No Change
Private Sewage System	52	62	16.1 ↓	Private Sewage System	44	38	15.8 ↑
Total Applications	133	145		Total Applications	75	81	
% Change Total	8.3 ↓			% Change Total	7.4 ↓		

Port Colborne				St. Catharines			
	2013	2012	% Change		2013	2012	% Change
Development Planning	25	12	108 ↑	Development Planning	47	62	24.2 ↓
Development Engineering	16	7	128.6 ↑	Development Engineering	37	45	17.8 ↓
Private Sewage System	39	38	2.6 ↑	Private Sewage System	13	13	No Change
Total Applications	80	57		Total Applications	97	120	
% Change Total	40.4 ↑			% Change Total	19.2 ↓		

Thorold				Wainfleet			
	2013	2012	% Change		2013	2012	% Change
Development Planning	30	25	20.0 ↑	Development Planning	28	21	33.3 ↑
Development Engineering	5	6	16.7 ↓	Development Engineering	3	3	No Change
Private Sewage System	20	18	11.1 ↑	Private Sewage System	1	4	75.0 ↓
Total Applications	55	49		Total Applications	32	28	
% Change Total	12.2 ↑			% Change Total	14.2 ↑		

Welland				West Lincoln			
	2013	2012	% Change		2013	2012	% Change
Development Planning	31	23	34.8 ↑	Development Planning	38	19	100.0 ↑
Development Engineering	17	9	88.8 ↑	Development Engineering	2	10	80.0 ↓
Private Sewage System	NA	NA	NA	Private Sewage System	1	0	∞
Total Applications	48	32		Total Applications	41	29	
% Change Total	50.0 ↑			% Change Total	41.4 ↑		

APPENDIX III

Summary of 2013 Fourth Quarter Activities

- Development Services received 218 applications between October 1 and December 31, 2013. This represents a 14% increase in volume when compared to the fourth quarter of 2012 (191 applications).
 - Approximately 61 of Q4 2013 applications could be considered complex. This represents a 64.9% increase from the fourth quarter volume of 2012.
 - A total of 143 applications were Development Planning or Development Engineering applications, a 6% increase when compared to the fourth quarter of 2012 (135 applications).
 - The remainder of the applications (75), involved private sewage systems (PSS), representing a 34% increase in volume when compared to the fourth quarter of 2012 (56 PSS Applications).
 - Ten Orders to Comply were issued, representing 13.3% of the total PSS applications received in the fourth quarter.
- Between Q4 2012 and Q4 2013 there was an increase in Development Planning applications (20%), a more marked increase in Private Sewage System applications (34%) and a decrease in the number of Development Engineering Applications (-27%).

Information on individual applications by municipality can be accessed on Sherpa by following the link below:

<http://collaboration.rmon.pri/Chair/council/Reference%20Library/Development%20Services%20Applications%20Report%20Q4%202013.pdf>

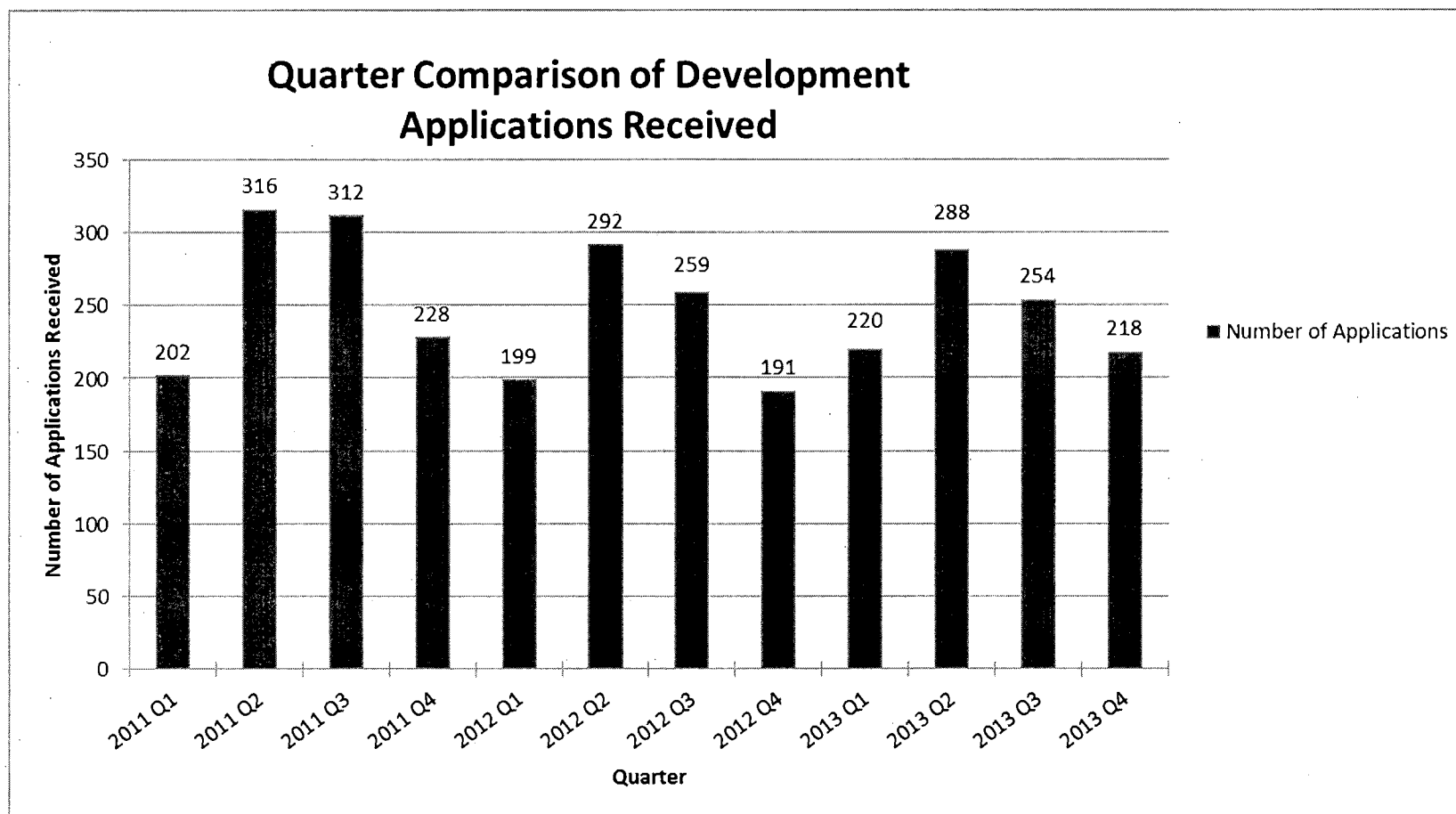
Pre-consultation Meetings

Staff has continued to track pre-consultation meetings. There were 121 pre-consultation meetings that took place in the fourth quarter of 2013. This is an increase of almost 34% from the fourth quarter of 2012 (80 meetings).

**APPENDIX III - TABLE 1
 DEVELOPMENT SERVICES APPLICATIONS BY MUNICIPALITY – FOURTH QUARTER 2013**

	Fort Erie	Grimsby	Lincoln	Niagara Falls	NOTL	Pelham	Port Colborne	St. Catharines	Thorold	Wainfleet	Welland	West Lincoln	Region-Wide	2013 Q4 TOTAL	2012 Q4 TOTAL	Rounded % Increase or (decrease)
DEVELOPMENT PLANNING																
Local Official Plan Amendments	4	0	0	0	1	1	0	0	1	0	0	2	0	9	9	Static
Local Zoning By-law Amendments	8	3	1	4	3	3	1	0	0	0	2	4	0	29	23	26
Development Charges - Smart Growth Reductions	0	0	0	0	0	0	0	6	1	0	1	0	0	8	2	300
Plan of Subdivision	4	1	0	5	1	1	0	1	0	0	1	0	0	14	2	600
Plan of Condominium	1	2	1	3	1	0	0	0	1	0	0	0	0	9	3	200
Consent	1	3	1	1	5	0	1	0	0	7	0	1	0	20	33	(-39)
Niagara Escarpment Commission	0	0	4	0	0	0	0	3	2	0	0	0	1	10	10	Static
Environmental Assessment	3	0	0	1	2	0	1	2	1	0	3	0	0	13	12	8
Other	0	0	0	0	1	0	0	0	0	0	0	0	0	1	0	∞
Subtotal														113	94	20
DEVELOPMENT ENGINEERING																
Minor Variances	2	1	2	1	1	0	3	2	0	1	1	0	0	14	20	(-30)
Site Plans	0	1	0	1	1	0	0	3	1	0	1	0	0	8	14	(-43)
Servicing Reviews	1	0	0	1	3	0	0	2	0	0	1	0	0	8	7	14.2
Subtotal														30	41	(-27)
PRIVATE SEWAGE SYSTEMS																
Permits	8	2	10	2	10	3	8	0	1	0	0	0	0	44	33	33
Complaints	2	0	0	2	3	0	1	1	0	0	0	0	0	9	1	800
Order to Comply	2	0	4	0	1	0	0	2	1	0	0	0	0	10	5	100
Real Estate	0	0	1	0	0	0	0	0	0	0	0	0	0	1	5	(-80)
Special Request	0	0	3	4	1	2	0	0	1	0	0	0	0	11	12	(-8)
Subtotal														75	56	34
Municipality TOTAL Q4-2013	36	13	27	25	34	10	15	22	10	8	10	7	1	218	191	14
Municipality TOTAL Q4-2012	33	3	33	18	36	15	7	16	8	2	10	10	0			
Percent Change from Q4 2012	9	333	(-18)	39	(-5)	(-33)	114	38	25	300	Static	(-30)	∞			

APPENDIX III - FIGURE 1
NUMBERS APPLICATIONS RECEIVED QUARTER TO QUARTER



NOTE: This graph notes on a quarterly basis the number of applications received during that quarter. Over time the total number of applications for a particular quarter may decrease due to applications being consolidated or removed from the system. Adding the quarters together may not result in a total equal to the final count for the year.

April 23, 2014

CL 5-2014, April 10, 2014

PDC 1-2014, April 2, 2014

Report PDS 2-2014

LOCAL AREA MUNICIPALITIES

SENT ELECTRONICALLY

2013 Annual Emergency Exercise Report
PDS 2-2014

Regional Council, at its meeting of April 10, 2014, approved the following recommendations of its Planning and Development Committee:

That Report PDS 2-2014, April 2, 2014, respecting 2013 Annual Emergency Exercise Report, **BE RECEIVED**;

That a copy of this report **BE CIRCULATED** to the local area municipalities, the Niagara Health System, the Niagara Peninsula Conservation Authority, Niagara Parks Commission, the School Boards, the Ontario Provincial Police (Niagara Detachment), the Ministry of Transportation (Emergency Management Branch) and the Niagara International Transportation Technology Coalition.

A copy of Report PDS 2-2014 is enclosed for your information.

Yours truly,



Cathie Best
Interim Regional Clerk
:amn

cc: S. Mabee, Niagara District School Board
M. Ladouceur, Conseil scolaire Viamonde
S. Whitwell, Niagara Catholic District School Board
T. D'Amario, Niagara Peninsula Conservation Authority
A. Aazouz, Conseil Scolaire de District Catholique Centre-Sud
Ontario Provincial Police, Niagara Detachment
Ministry of Transportation, Emergency Management Branch
Niagara Health System
Niagara Parks Commission
Niagara International Transportation Technology Coalition
D. Stone, Senior Emergency Planner
M. L. Tanner, Acting Commissioner, Planning & Development Services
C. Benson, Acting Director, Planning Services
S. McPetrie, Administrative Assistant to the Commissioner, Planning & Development Services
N. Smagata, Administrative Assistant, Planning & Development Services



REPORT TO: Planning and Development Committee

SUBJECT: 2013 Annual Emergency Exercise Report

RECOMMENDATIONS

1. That this report **BE RECEIVED** for information; and,
2. That a copy of this report **BE CIRCULATED** to the local area municipalities, the Niagara Health System, the Niagara Peninsula Conservation Authority, the Niagara Parks Commission, the School Boards, the Ontario Provincial Police (Niagara Detachment), the Ministry of Transportation (Emergency Management Branch) and the Niagara International Transportation Technology Coalition.

PURPOSE

The purpose of this report is to provide information to members of Regional Council about the 2013 emergency exercise. The exercise was conducted on Tuesday, November 26, 2013 as part of Niagara Region's compliance with the Emergency Management and Civil Protection Act and Ontario Regulation 380/04.

This report aligns with the Council Business Plan Theme 1: Responsive Region.

BUSINESS IMPLICATIONS

There are no business implications associated with this report as the annual emergency exercise is accommodated within the Planning and Development Services Department budget.

REPORT

The Niagara Region conducted its annual emergency exercise in cooperation with the City of Niagara Falls, the Town of Lincoln, The Ontario Provincial Police, the Ontario Ministry of Transportation (Emergency Management Branch) and the Niagara International Transportation Technology Coalition (NITTEC).

The exercise involved two hypothetical, separate and independent transportation incidents on the QEW occurring during a severe weather event. The aim of the exercise was to improve overall response capacity by:

- Increasing confidence in the Incident Management System model of operations
- Building confidence in coordinating with multiple local operations centres
- Testing the capabilities of the alternate regional emergency operations centre

Overall, response to the exercise was positive and all participants felt the experience was worthwhile. As with any exercise, several opportunities to improve presented themselves, were collected and collated in the exercise report available as Appendix I.

The exercise report summarizes the lessons learned and recommends immediate, short-term and long-term actions to improve Niagara Region's state of emergency readiness including:

- Clarifying issues of jurisdiction with provincial stakeholders over incidents occurring on provincial highways
- Amendments to the layout of the Alternate Emergency Operations Centre and Standard Operating Guidelines (SOG)
- More frequent hands-on (applied) incident management system training
- Enhancements to the Geographic Information System (GIS) emergency procedures
- Expanded use of the Incident Management Software tool
- Identification of additional Regional staff to increase our capacity (depth) to staff at both regional and local municipal operations centres beyond a short term response
- Development of a protocol for notifying members of Regional Council of emergency situations as they occur or of potential emergency situations requiring proactive actions be taken
- Development of a long-term progressive exercise strategy to include increased joint local and regional exercise opportunities inclusive of all Niagara communities

The exercise report and recommendations have been approved for implementation by the Region's Corporate Management Team (February 20, 2014). Regional Emergency Planning staff will incorporate the actions described in the exercise report into their 2014 work plans. The exercise report will be shared with the Community Emergency Management Coordinators (Fire Chiefs) of the City of Niagara Falls and the Town of Lincoln for their information, as well as other partners.

REPORTS PERTINENT TO THIS MATTER

- N/A

Submitted by:



Mary Lou Tanner, MCIP, RPP
Acting Commissioner
Planning and Development Services

Approved by:

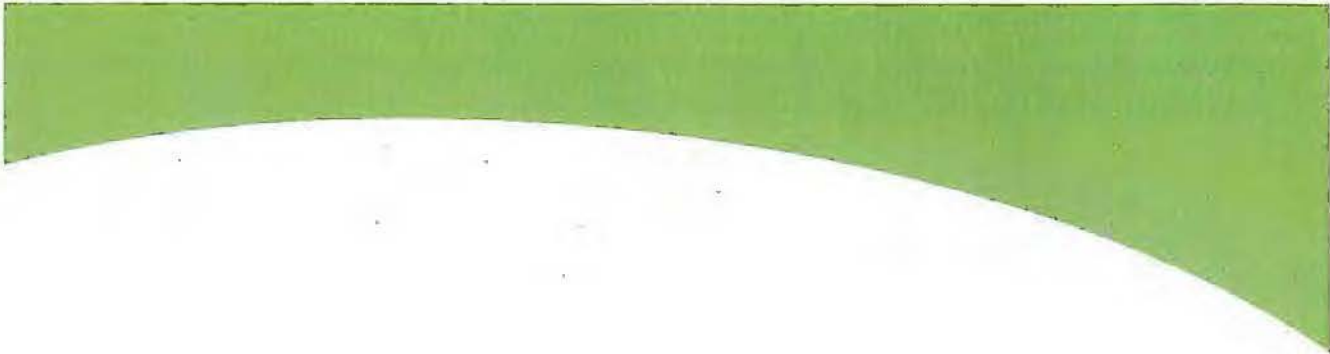


Harry Schlange
Chief Administrative Officer

This report was prepared by M. Sean Bertleff, Manager Regional Emergency Planning and reviewed by Curt Benson, MCIP, RPP, Acting Director of Planning Services.

APPENDICES (available electronically)

Appendix I Annual Emergency Exercise Report: Strengths, Challenges and Actions



Annual Emergency Exercise Report: **Strengths, Challenges and Actions**

November 26, 2013

Background

Ontario municipalities must complete an annual exercise to comply with the Emergency Management and Civil Protection Act (Section 2.1 (2)), and Ontario Regulation 380/04 (Section 12 (6)).

The Niagara Region conducted its annual exercise November 26th in cooperation with the City of Niagara Falls and the Town of Lincoln. The exercise involved two separate and independent transportation incidents occurring during a severe weather event on a provincial highway (QEW). In response, the Niagara Region, City of Niagara Falls and the Town of Lincoln all:

- staffed their municipal Emergency Operations Centres
- activated their municipal Emergency Management Plans
- implemented the Incident Management System model of emergency operations
- used a common software tool to share information and coordinate response priorities

Aim

The aim of the exercise was to improve overall emergency response capacity by:

- increasing staff familiarity with the Alternate Regional Emergency Operations Centre
- continuing to build confidence with the Incident Management System model of operations
- sharing strategic and operational information between three active operations centres

Objectives

Specific objectives to support the aim of the exercise:

- successful activation and staffing of the Alternate Regional Emergency Operations Centre
- appropriate implementation of the Incident Management System under a “Level Two” activation
- determine and adhere to an appropriate Operations Cycle of management team meetings
- effective use of technology and tools in the display of strategic incident information including maps
- preparation of comprehensive documentation including status reports and action plans

Response Goals

All actions taken during the exercise were based on the eight Incident Management System standard response goals:

1. Protect the health and safety of responders
2. Save lives
3. Reduce suffering
4. Protect public health
5. Protect critical infrastructure
6. Protect property
7. Protect the environment
8. Reduce economic and social loss.

Agenda

The exercise was run from 08:45 to 13:00 and included:

Incident Size-Up

- Incident Briefing
- Incident Management System - Staffing the model
- Break into Functions - Issues, priorities, tasks, actions and resources

Three Operations Cycles - Working in Functional Groups

- Reference Incident Report
- Discuss issues, priorities, actions and resources
- Prepare Status Report for EOC Management Team meeting

Three EOC Management Team Meetings

- Updates from all functions (Status Reports)
- Priorities and objectives (EOC Action Plan)
- New/Other business
- Local Municipal Updates (Teleconference)

End Exercise - Exercise Debriefing Roundtable

- What worked, What didn't, What fixes are required
- Local Municipal Debriefing (Teleconference)
- Exercise evaluation

Lessons Learned

The following lessons learned and go forward actions have been collected and collated based on feedback received from the exercise participants and planning team using four tools:

1. Emergency Operations Management Team debriefing
2. Emergency Operations Centre personnel debriefing
3. Individual participant evaluation forms
4. Exercise planning team debriefing

Overall, candid comments received were very positive and included:

- ✓ Great exercise
- ✓ Good realistic incident
- ✓ Great learning opportunity
- ✓ Relatively simple scenario but very realistic, things get complicated quickly
- ✓ Happy with the exercise and collaboration, glad to see a joint venture
- ✓ Worthwhile exercise, nice to see three levels of government working together

Strengths

Areas of strength as identified by the participants included:

- The exercise scenario was realistic, challenging and appropriate to the aim and objectives
- There was value in having three operations centres working in coordination
- Teams within the Incident Management System worked well together to set response priorities
- The Incident Management System worked and staff are becoming more comfortable with it
- Participation of provincial agencies was very positive even in light of jurisdictional conflicts
- All participants worked well at sharing information within their functional groups
- Management Team meetings worked well to review tasks, identify challenges and set priorities
- Management Team teleconferences with the area municipalities were useful for sharing information and discussing common issues
- The exercise reinforced the core concepts as described in training course materials
- The emergency information (communications) team worked very well
- The tools used to display information worked well in most cases
- Use of common status report templates to capture and share information was successful
- Having a common event board shared with local municipalities was helpful
- The dedication and commitment demonstrated by all participants was excellent

Challenges

Even though overall feedback was positive, challenges experienced by the participants included:

- Confusion between the roles of the regional and provincial agencies over jurisdiction (authority to take action) on provincial highway incidents was apparent
- Confidence with the incident management system has matured, but there remains some confusion over responsibilities when communicating with external agencies (outside of the operations centre)
- Clearer expectations needed around use of logs, status reports, action planning forms and ensuring those tools are part of the incident management software
- There remains a need to have regional services in both local municipal operations centres and the regional operations centre during joint activations and large scale events stressing the limited number of staff trained in incident management
- The alternate regional operations centre was challenging because of its small size, the number of tools in use (phones, computers, screens) and the amount of noise generated within the space
- The communications team was challenged in keeping up with the decisions being made in the operations centre because they were isolated in a separate room
- Conducting the management team meetings behind closed doors (separate room) was appropriate during teleconferences, but many staff felt removed from the key decision making process
- Most participants agreed that a one-hour operations cycle was too tight to allow for effective decision making if status reports and action plans are to be used effectively (this does not in any way impact decision making at an emergency site or slow response activities)
- Use of visual tools was effective but refinements are needed to enhance displays including mapping, event boards, status boards and other information such as weather data
- More function specific training for the Finance, Administration and Logistics staff was recommended

- Software was a useful tool but having multiple sources on the single event board made keeping current with information difficult

Actions

Based on the information collected, the following actions should be undertaken to improve the deficiencies identified by this exercise. Progress will be reported back to the Regional Emergency and Business Continuity Planning Team as enhancements are made.

Immediate Actions (6 Months Post Exercise)

1. Clarify issues of jurisdiction (decision making authority) in discussion with provincial stakeholders over incidents occurring on provincial highways
2. Amend the layout of the Alternate Emergency Operations Centre to:
 - a. Provide for better communications within functional groups (across tables)
 - b. Include emergency information team members within the main room
 - c. Make better use of wall space for information displays
 - d. Provide better visibility of incident event boards, status board and maps
 - e. Provide mechanism for weather tracking information
 - f. Add media monitoring equipment
3. Amend Standard Operating Guidelines (SOG) to ensure flexibility in setting operations cycles to allow time for functional groups to set priorities and produce status reports prior to management team meetings
4. Ensure EOC Management Team meetings follow a strict agenda to include review of status reports and production of an action plan for the next operations cycle
5. Development of a protocol for notifying members of Regional Council of emergency situations as they occur or of potential emergency situations requiring proactive actions be taken

Short Term Actions (12 Months Post Exercise)

1. Conduct more frequent hands-on (applied) incident management system training within the operations centre to continue to build comfort and familiarity (four per year)
2. Amend the GIS (Geographic Information System) emergency procedures to enhance map production capabilities in support of the operations and planning functions
3. Expand the use of the incident management software tool to include individual user training for:
 - a. Key event tracking, status reporting and resource management
 - b. Incident management team members beyond just the situation unit and support staff
 - c. Better integration of mapping as part of the software
 - d. Documents and resource functions including equipment, vendor lists and service provider lists
 - e. Use of the software when EOC personnel cannot respond in person (virtual operations centre) due to adverse weather or other hazard specific issues
4. Identify additional staff from within Regional Operating Departments (to be trained in Incident Management) to increase capacity to staff regional and local municipal operations centres
5. Complete rollout of the function specific Incident Management System (300 level) training for Finance, Administration, Logistics and Management Team members

Long Term Actions (12 Months plus Post Exercise)

1. Develop and implement a long term progressive exercise strategy to include increased joint local and regional exercise opportunities inclusive of all Niagara communities
2. Encourage greater regional and local municipal participation in exercises involving provincial partner agencies to better understand decision making authorities
3. Conduct a joint regional and local municipal emergency operations centre capabilities discussion as first step towards building more functional and effective emergency operations centre capabilities across all Niagara communities

Reporting

This Report will be reviewed by the members of the Regional Emergency & Business Continuity Planning Team and the Corporate Management Team to solicit additional feedback and recommend approval of the actions identified above.

- This Report will be provided to the members of the Integrated Community Planning Committee for information

APPENDIX ONE – PLANNING TEAM AND PARTICIPANTS

Planning Team

The exercise was developed by a planning team that met on three occasions and included:

- ✓ Niagara Falls Fire Department (Chief and Deputies)
- ✓ Lincoln Fire Department (Chief and Deputy)
- ✓ Ontario Provincial Police (Niagara Detachment Commander)
- ✓ Niagara Region Corporate Communications (Associate Director)
- ✓ Niagara Region Information Technology Solutions (Manager)
- ✓ Niagara Region Regional Emergency Planning (Manager and Coordinator)
- ✓ Buffalo Computer Graphics (Software Vendor)

Participants

Niagara Region exercise participants included: Regional Chair; Executive Officer to the Regional Chair; Chief Administrative Officer; Commissioner of Public Works; Associate Director, Transportation Services; Public Works Administrative Support; Medical Officer of Health; Commander / Manager of Operations, Niagara EMS; Commissioner of Community Services; Director, Operational Support Services (Community Services); Commissioner of Integrated Community Planning; Manager, Regional Emergency Planning; Senior Emergency Planner; Emergency Planning Coordinator; Associate Director, Corporate Communications; ICP Administrative Support; Commissioner of Corporate Services; Manager, Health, Safety and Wellness; Manager, Information Technology Solutions; Manager, Properties Management; Corporate Services Administrative Support; Inspector Emergency Services (Niagara Regional Police Service); Regional Fire Coordinator (Welland Fire Chief); Ontario Ministry of Transportation (Emergency Management Branch); Ontario Provincial Police (Niagara Detachment and Public Relations Officer); Niagara International Transportation Technology Coalition (NITTEC); Emergency Management Ontario (Community Officer) ; and, Buffalo Computer Graphics (Software Vendor)

City of Niagara Falls exercise participants included: Mayor; Chief Administrative Officer; Manager of Strategic Initiatives and Communication; Director of Municipal Works; Fire Chief; Deputy Fire Chief (Facilitator); Deputy Fire Chief; Director of Transportation; Director of Finance; Operations Superintendent, Municipal Works; Niagara Regional Police; Niagara Emergency Medical Services; Fire Administration; Fire Administration; Information Systems (2); IS/GIS (4); Risk Management; Deputy Chief Niagara-on-the-Lake (Observer); Emergency Management Ontario (Community Officer); and, Buffalo Computer Graphics (Software Vendor)

Town of Lincoln exercise participants included: Mayor; Chief Administrative Officer; Director of Planning & Development; Director of Finance; Clerk; IT Coordinator; Director of Public Works; Deputy Fire Chief; NRPS Detachment Commander; Niagara Emergency Medical Services; Director of Community Services; Director of Environmental Health (Niagara Region Public Health); Communications Specialist (Niagara Region Public Health); Manager of Roads & Fleet; Niagara Peninsula Energy Inc.; Fire Chief; Fire Chief, Niagara-on-the-Lake (Observer); Emergency Management Ontario (Community Officer); and, Buffalo Computer Graphics (Software Vendor)