



**City of Port Colborne  
Special Council Meeting 07-20 – Public Hearing  
Monday, March 9, 2020 – 6:30 p.m.  
Council Chambers, 3<sup>rd</sup> Floor, 66 Charlotte Street**

**Agenda**

**1. Call to Order:** Mayor William C. Steele

**2. National Anthem:**

**3. Confirmation of Agenda:**

**4. Disclosures of Interest:**

**5. Public Hearing Under the Planning Act:**

Application for Zoning By-law Amendment  
Planning and Development Department, Planning Division, Report No. 2020-36, Subject:  
Public Meeting Report for Proposed “Housekeeping” Zoning By-law Amendment (File No.  
D14-01-20)

(i) Purpose of Meeting:

(ii) Method of Notice:

(iii) Explanation of Procedure to be Followed:

(iv) Presentation of Application for Zoning By-law Amendment:

(v) Comments of Applicant:

(vi) Questions of Clarification to Applicant/Planning Staff:

(vii) Oral Presentations and/or Questions from the Public:

(viii) Announcement Respecting Written Notice of Passage of Zoning By-law  
Amendment:

(ix) Explanation of Future Meetings:

**6. Adjournment:**

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Report Number: 2020-36

Date: March 9, 2020

**SUBJECT: Public Hearing Report for Proposed “Housekeeping” Zoning By-law Amendment (File No. D14-01-20)**

**1) PURPOSE:**

The purpose of the report is to provide Council and the public with information about a proposed general “housekeeping” amendment to Zoning By-law 6575/30/18, as amended.

**2) HISTORY, BACKGROUND, COUNCIL POLICY, PRACTICES**

On April 23, 2018, Council passed Zoning By-law 6575/30/18, replacing the former by-law which was in place since 1982. Since the passing, Planning Staff have identified corrections and additions that are desirable to the overall readability and function of the Zoning By-law.

The City of Port Colborne Planning Division has initiated this application and have prepared the proposed Zoning By-law Amendment, which proposes to amend the City of Port Colborne Zoning By-law 6575/30/18, by adding/revising provisions and correcting technical errors.

Attached as Appendix A is the detailed Draft Zoning By-law Amendment.

**3) STAFF COMMENTS AND DISCUSSIONS**

The Notice of Public Meeting and Open House was published in the “Port Colborne Leader” on February 13, 2020. No comments have been received as of February 26, 2020.

Notice of Public Meeting and Open House was circulated on February 18, 2020, to required agencies. As of February 26, 2020, no comments have been received.

The proposed amendments have been identified as areas requiring revision based upon staff’s enforcement of the by-law and requests received balanced against the principles of planning. The goal is to streamline the planning approval process while still maintaining good planning standards for the City. The following is a summary of the amendments:

**Addition: Section 2.1 Requirement for a Lot**

**Summary:** Addition to allow adjacent lots under common ownership to be considered one parcel for the purpose of development.

**Proposed Section 2.1 (c)**

- c) Where two or more abutting lots under one identical ownership are consolidated for the purpose of development, the internal lot lines of the original lots shall not be considered lot lines for the purposes of any Zoning regulations provided that all applicable regulations of this By-law relative to the consolidated lot development and its external lot lines are complied with.

### **Revision: Section 2.3 (h) Uses Prohibited in All Zones**

**Summary:** Revision to allow buildings and structures to be built using sea containers provided that a building permit is obtained.

#### **Existing Section 2.3 (h)**

- h) Locating or storing on any land for any purpose whatsoever any disused railroad car, sea container or similar shipping container, streetcar body, truck body or trailer without wheels, whether or not the same is situated on a foundation, except, in the Industrial Zones and Site Specific Zones that permit industrial type uses and City owned lands Zoned Public and Park located on the City's Island (Mellanby Avenue/Killaly Street West);

#### **Proposed Section 2.3 (h)**

- h) Locating or storing on any land for any purpose whatsoever any disused railroad car, sea container or similar shipping container, streetcar body, truck body or trailer without wheels, whether or not the same is situated on a foundation.
  - i) Section 2.3 (h) shall not apply to Industrial Zones and Site Specific Zones that permit industrial type uses and City owned lands Zoned Public and Park located on the City's Island (Mellanby Avenue/Killaly Street West);
  - ii) Nothing in this By-law shall prevent a sea container or similar shipping container from being used to build a building or structure, not including an accessory building or accessory structure, provided that the structure complies with the applicable zoning provisions.

### **Revision: Section 2.4 (c) Temporary Uses**

**Summary:** To allow the temporary use of a trailer for living accommodations when a dwelling is undergoing renovations provided the property owner has first entered into a Development Agreement with the City.

#### **Existing Section 2.4 (c)**

- c) Nothing in this By-law shall prevent the use of a mobile home, motor home or trailer for the temporary accommodation during the construction of a new dwelling provided that the property owner has first entered into a Development Agreement with the City in a form authorized generally or specifically by City Council from time to time to allow the temporary use of a mobile home, motor

home or trailer during the construction of a new dwelling.

**Proposed Section 2.4 (c)**

- c) Nothing in this By-law shall prevent the use of a mobile home, motor home or trailer for the temporary accommodation during renovations or the construction of a new dwelling provided that the property owner has first entered into a Development Agreement with the City in a form authorized generally or specifically by City Council from time to time to allow the temporary use of a mobile home, motor home or trailer during renovations or the construction of a new dwelling.

**Revision: Section 2.8.1 (a) (ii) Accessory Buildings**

**Summary:** To increase the permitted height of an accessory building from 4.6m to 4.9m.

**Existing Section 2.8.1 (a) (ii)**

- ii) No accessory building shall exceed a height of 4.6 metres, except as otherwise permitted in Section 2.16.

**Proposed Section 2.8.1 (a) (ii)**

- ii) No accessory building shall exceed a height of 4.9 metres, except as otherwise permitted in Section 2.15.2.

**Revision: Section 2.8.1 (a) (iii) Accessory Buildings**

**Summary:** To clarify that accessory buildings are permitted in the front yard and corner side yard for properties that abut the Lake Erie shoreline.

**Existing Section 2.8.1 (a) (iii)**

- iii) No accessory building shall be located in a front yard or corner side yard.

**Proposed Section 2.8.1 (a) (iii)**

- iii) No accessory building shall be located in a front yard or corner side yard. Notwithstanding the aforementioned restriction, no accessory building shall be located in a required minimum front yard or corner side yard setback on lots that abut the Lake Erie shoreline.

**Addition: Section 2.8.2 Lot Coverage**

**Summary:** Addition to clarify that decks are included in the accessory lot coverage calculation.

**Proposed Section 2.8.2 (e)**

- e) This section shall also apply to decks.

### **Revision: Section 2.9.1.2 (a) (iii) Detached Accessory Dwelling Units**

**Summary:** To increase the permitted height of a detached accessory dwelling unit from 4.6m to 4.9m in order to match the accessory building provisions.

### **Revision: Section 2.9.2.1 (ii) Home Based Business**

**Summary:** To allow home based businesses to occupy a private garage, carport or accessory building or structure.

#### **Existing Section 2.9.2.1 (ii)**

- ii) The home occupation shall be conducted entirely within the dwelling unit and shall not occupy any portion of a private garage, carport or accessory building or structure except for the storage only of articles, material and supplies accessory to the home based business provided that the total combined floor area of the home based business in both the dwelling unit and accessory structure do not exceed the maximum floor area as described in 2.9.2 (iii).

#### **Proposed Section 2.9.2.1 (ii)**

- ii) The home occupation may be located within the dwelling unit or private garage, carport or accessory building or structure provided that the accessory building complies with section 2.8 and the combined floor area of the home based business in both the dwelling unit and accessory building does not exceed the maximum floor area as described in section 2.9.2 (iii).

### **Revision: Section 2.22 (a) Municipal Drains**

**Summary:** To decrease the required setback from a municipal drain from 15m to 10m, measured from top of bank.

### **Revision: Section 3.1.1 Parking Space Requirements for Residential**

**Summary:** To reduce the parking requirement for apartment buildings from 1.5 spaces per unit to 1.25 spaces per unit.

### **Addition: Section 3.1.2 Parking Space Requirements for Non-Residential**

**Summary:** To add parking requirements for commercial plaza, schools and public uses.

### **Revision: Sections 5.3 (g), 11.3 (f), 34.3 (f), 35.3 (f), and 36.3 (g)**

**Summary:** To remove the 30m setback requirement from the 1-in-100 year flood line for properties with the Hazard zone to allow the rear yard setback to be established by the Niagara Peninsula Conservation Authority in accordance with Ontario Regulation 155/06, as amended.

**Existing Sections 5.3 (g), 11.3 (f), 34.3 (f), 35.3 (f), and 36.3 (g)**

g or f)	Minimum Rear Yard	7 metres except the minimum rear yard which includes the Environmental Protection (EP) Zone shall be 30 metres from the 1-in-100 year flood line as determined by the Niagara Peninsula Conservation Authority.
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**Proposed Sections 5.3 (g), 11.3 (f), 34.3 (f), 35.3 (f), and 36.3 (g)**

g or f)	Minimum Rear Yard	7 metres except the minimum rear yard which includes the Hazard (H) zone shall be determined by the Niagara Peninsula Conservation Authority in accordance with Ontario Regulation 155/06, as amended.
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**Addition: Section 8.2 Fourth Density Residential**

**Summary:** To add boarding and lodging house, and duplex as a permitted use in the Fourth Density Residential zone.

**Revision: Section 8.8 Fourth Density Residential**

**Summary:** To apply the Second Density Residential (R2) zone requirements for single-detached dwellings rather than the First Density Residential (R1) zone.

**Revision: Sections 26.4 (h), 27.4 (h), 29.4 (h), 30.3 (h)**

**Summary:** To increase the building height in Industrial zones from 11m to 15m.

**Addition: Section 37.2 List of Special Provisions**

**Summary:** To add the zoning provisions from Zoning By-law Amendment 5057/112/07 which allows for seniors lodging, bed and breakfast and tea room as an accessory to the detached dwelling at 322 King Street.

## Proposed Section 37.2 – R2-54

**Special Provision: R2-54**

**Formerly: R2-137**

**By-law No.: 5057/112/07**

In addition to the uses permitted in the Second Density Residential (R2) zone, this land may also be used for a Bed & Breakfast establishment, seniors lodging and a refreshment “tea room” as accessory uses to the single-detached dwelling, provided, the single-detached dwelling is the principal residence of the person carrying on the Bed & Breakfast establishment, seniors lodging and refreshment “tea room”. In addition, the following special regulations shall apply thereto:

- a) A maximum of 4 guest rooms be permitted for the use of seniors lodging only.
- b) A maximum of 2 guest rooms be permitted for the use of either seniors lodging or bed and breakfast patrons.
- c) The refreshment “tea room” shall not contain more than 16 seats total.
- d) A minimum of 2 parking spaces be provided on-site.

### **Addition: Section 38 Definitions**

**Summary:** Addition of a new use which is not defined.

### **Proposed addition to Section 38:**

**Boarding or Lodging House:** Means a dwelling in which the proprietor supplies, for gain lodging, with or without meals, to more than four persons, but does not include a group home, hotel, hospital or other establishment otherwise classified or defined in this By-law.

### **Mapping Revision: Schedule A6**

**Summary:**

1. Revise the lands west of Welland Street and north of Fraser Street which do not have a zoning to zone them as R4-CH (Fourth Density Residential with a Conversion Holding). Shown as Schedule “A” within Appendix A.

### **Mapping Revisions: Schedule A7**

**Summary:**

1. Rezone the stormwater easement in the Heron Pointe Plan of Subdivision as P (Public and Park). Planning staff have determined that this amendment is no longer required.
2. 322 King Street – Update the property to ensure consistency with the proposed R2-54 zone. Shown as Schedule “B” within Appendix A.



3. 602 Elm Street – Change zoning from R2 to R3 as approved by Council in 2003. Shown as Schedule “C” within Appendix A.

## ADMINISTRATIVE

1. **Section 1.2.1** – Replace “A use defined in Section 39” with “A use defined in Section 38”.
2. **Section 2.3** – Reformat the list as item (b) is missing.
3. **Section 2.3 (i)** – Replace “defined in Section 39” with “defined in Section 38”.
4. **Section 2.3 (j) (k) (l)** – Delete these three items as they repeat (g) (h) (i).
5. **Section 2.3.1 (a) (b)** – Replace “the by-law” with “the By-law”.
6. **Section 2.8.1 (a)** – Delete the “3” following the colon.
7. **Section 2.8.2 (a) (ii)** – Replace “Section 2.16” with “Section 2.15.2”.
8. **Section 2.8.1 (vi)** – Replace “close” on the last line with “closer”.
9. **Section 2.9.2.1 (iv)** – Replace “the homes” with “the home”.
10. **Section 2.12 (e)** – Delete “or” at the end of the list.
11. **Section 4.4 (c)** – Replace “provisions(S)” with “provision(s)”.
12. **Section 4.4.2 (b)** – Replace “by-law” with “By-law”.
13. **Section 7.7 (i)** – Replace “planting strip” with “landscape buffer”.
14. **Section 7.8 (i)** – Replace “planting strip” with “landscape buffer”.
15. **Section 8.2 (a) (b)** – Replace bold font with normal font.
16. **Section 8.2 (g)** – Reformat section as there are two under (g).
17. **Section 8.5 (i)** – Replace “planting strip” with “landscape buffer”.
18. **Section 8.6 (i)** – Replace “planting strip” with “landscape buffer”.
19. **Section 8.8** – Replace the normal font with bold font for the heading.
20. **Section 8.9** – Replace the normal font with bold font for the heading.
21. **Section 9.3 (i)** – Replace “planting strip” with “landscape buffer”.
22. **Section 9.4 (i)** – Replace “planting strip” with “landscape buffer”.
23. **Section 13.2 (b)** – Replace “uses” with “Uses”.
24. **Section 14.2 (b)** – Replace “planting strip” with “landscape buffer”.
25. **Section 15.8 (i)** – Replace “Section 2.16” with “Section 2.15.2”.
26. **Section 16.3 (b)** – Replace “require” with “required”.
27. **Section 16.4 (a)** – Delete this requirement as it contradicts Section 2.8.2 (b).
28. **Section 17.7 (i)** – Replace “planting strip” with “landscape buffer”.
29. **Section 19.4 (c)** – Replace “per neighbourhood commercial use” with “per neighbourhood commercial unit”
30. **Section 21.2 (j)** – Replace “Dwelling, Single” with “Dwelling, Detached”
31. **Section 21.9 (i)** – Replace “planting strip” with “landscape buffer”.
32. **Section 23.2 (y)** – Add “;” at the end of the permitted use.
33. **Section 23.3 (i)** – Delete this requirement as it is already covered in (b).
34. **Section 23.6 (a)** – Replace “200 percent” with “200 percent of the lot area”.
35. **Section 24.4 (c)** – Replace “neighbourhood commercial” with “highway commercial”
36. **Section 25.2 (f)** – Add “;” at the end of the permitted use.
37. **Section 26.4 (d)** - Delete the word “interior”.
38. **Section 27.2 (b)** – Add “;” at the end of the permitted use.
39. **Section 27.4 (d)** – Delete the word “interior”.
40. **Section 27.5 (h)** – Replace “planting strip” with “landscape buffer”.
41. **Section 29.4 (d)** – Delete the word “interior”.
42. **Section 29.5 (i)** – Replace “planting strip” with “landscape buffer”.

- 43. **Section 30.2 (b)** – Add “,” at the end of the permitted use.
- 44. **Section 30.3 (d)** – Delete the word “interior”.
- 45. **Section 30.3 (j to n)** – Reformat Section as there are two under (j).
- 46. **Section 34.2 (f)** – Delete the permitted use as it is crossed out. Reformat Section.
- 47. **Section 37.2 – HC-25 (m)** – Replace “planting strip” with “landscape buffer”.
- 48. **Section 37.2 – R2-36 (b) (c)** – Replace “planting strip” with “landscape buffer”.
- 49. **Section 37.2 – CC-41** – Replace “CC-41” with “DC-41”.
- 50. **Section 38 – Landscape Buffer** – Delete “and is not used for any maintenance of grass, trees, shrubs and other horticultural elements”.
- 51. **Section 38 – Lot Coverage (b)** – Replace “Section 2.20” with “2.19”.
- 52. **Section 38 – Noxious Use (c to d)** – Reformat Section as there are two under (c).

**4) OPTIONS AND FINANCIAL CONSIDERATIONS:**

**a) Do nothing**

N/A

**b) Other Options**

N/A

**5) COMPLIANCE WITH STRATEGIC PLAN INITIATIVES**

N/A

**6) ATTACHMENTS**

Appendix A - Draft Zoning By-law Amendment

**7) RECOMMENDATION**

That Planning and Development Department, Planning Division, Report No. 2020-36, Subject: Public Hearing Report for Proposed “Housekeeping” Zoning By-law Amendment (File No. D14-01-20), be received for information.

8) SIGNATURES

Prepared on February 26, 2020 by:



David Schulz, BURPI  
Planner

Reviewed and Approved by:



Dan Aquilina, MCIP, RPP, CPT  
Director of Planning and Development

Reviewed and Respectfully Submitted:



C. Scott Luey  
Chief Administrative Officer

The Corporation of the City of Port Colborne

By-law no. \_\_\_\_\_

Being a by-law to amend Zoning By-law 6575/30/18 respecting all lands located within the City of Port Colborne, Regional Municipality of Niagara.

Whereas By-law 6575/30/18 is a by-law of The Corporation of the City of Port Colborne restricting the use of land and the location and use of buildings and structures; and

Whereas, the Council of The Corporation of the City of Port Colborne desires to amend the said by-law.

Now therefore, and pursuant to the provisions of Section 34 of the *Planning Act, R.S.O. 1990*, The Corporation of the City of Port Colborne enacts as follows:

1. This amendment shall apply to all lands within the City of Port Colborne.
2. That Zoning By-law 6575/30/18, as amended, is hereby further amended by adding the following:

"Section 2.1(c) Where two or more abutting lots under one identical ownership are consolidated for the purpose of development, the internal lot lines of the original lots shall not be considered lot lines for the purposes of any Zoning regulations provided that all applicable regulations of this By-law relative to the consolidated lot development and its external lot lines are complied with."

3. That Zoning By-law 6575/30/18, as amended, is hereby further amended by deleting the following:

"Section 2.3(h) Locating or storing on any land for any purpose whatsoever any disused railroad car, sea container or similar shipping container, streetcar body, truck body or trailer without wheels, whether or not the same is situated on a foundation, except, in the Industrial Zones and Site Specific Zones that permit industrial type uses and City owned lands Zoned Public and Park located on the City's Island (Mellanby Avenue/Killaly Street West);

And replacing it with the following:

"Section 2.3(h) Locating or storing on any land for any purpose whatsoever any disused railroad car, sea container or similar shipping container, streetcar body, truck body or trailer without wheels, whether or not the same is situated on a foundation.

- i) Section 2.3 (h) shall not apply to Industrial Zones and Site Specific Zones that permit industrial type uses and City owned lands Zoned Public and Park located on the City's Island (Mellanby Avenue/Killaly Street West);
- ii) Nothing in this By-law shall prevent a sea container or similar shipping container from being used to build a building or structure, not including an accessory building or accessory structure, provided that the structure complies with the applicable zoning provisions."

4. That Zoning By-law 6575/30/18, as amended, is hereby further amended by deleting the following:

"Section 2.4(c) Nothing in this By-law shall prevent the use of a mobile home, motor home or trailer for the temporary accommodation during the construction of a new dwelling provided that the property owner has first entered into a Development Agreement with the City in a form authorized

generally or specifically by City Council from time to time to allow the temporary use of a mobile home, motor home or trailer during the construction of a new dwelling."

And replacing it with the following:

"Section 2.4(c) Nothing in this By-law shall prevent the use of a mobile home, motor home or trailer for the temporary accommodation during renovations or the construction of a new dwelling provided that the property owner has first entered into a Development Agreement with the City in a form authorized generally or specifically by City Council from time to time to allow the temporary use of a mobile home, motor home or trailer during renovations or the construction of a new dwelling.

5. That Zoning By-law 6575/30/18, as amended, is hereby further amended by deleting the following:

"Section 2.8.1(a)(ii) No accessory building shall exceed a height of 4.6 metres, except as otherwise permitted in Section 2.16."

And replacing it with the following:

"Section 2.8.1(a)(ii) No accessory building shall exceed a height of 4.9 metres, except as otherwise permitted in Section 2.15.2."

6. That Zoning By-law 6575/30/18, as amended, is hereby further amended by deleting the following:

"Section 2.8.1(a)(iii) No accessory building shall be located in a front yard or corner side yard."

And replacing it with the following:

"Section 2.8.1(a)(iii) No accessory building shall be located in a front yard or corner side yard. Notwithstanding the aforementioned restriction, no accessory building shall be located in a required minimum front yard or corner side yard setback on lots that abut the Lake Erie shoreline."

7. That Zoning By-law 6575/30/18, as amended, is hereby further amended by adding the following:

"Section 2.8.2(e) This section shall also apply to decks"

8. That Zoning By-law 6575/30/18, as amended, is hereby further amended by deleting the following:

"Section 2.9.1.2(a)(iii) Exceed a building height of 4.6 metres."

And replacing it with the following:

"Section 2.9.1.2(a)(iii) Exceed a building height of 4.9 metres."

9. That Zoning By-law 6575/30/18, as amended, is hereby further amended by deleting the following:

"Section 2.9.2.1(a)(ii) The home occupation shall be conducted entirely within the dwelling unit and shall not occupy any portion of a private garage, carport or accessory building or structure except for the storage only of articles, material and supplies accessory to the home based business provided that the total combined floor area of the home based business in both the dwelling unit and accessory structure do not exceed the maximum floor area as described in 2.9.2 (iii)."

And replacing it with the following:

"Section 2.9.2.1(a)(ii) The home occupation may be located within the dwelling unit or private garage, carport or accessory building or structure

provided that the accessory building complies with section 2.8 and the combined floor area of the home based business in both the dwelling unit and accessory building does not exceed the maximum floor area as described in section 2.9.2 (iii)."

10. That Zoning By-law 6575/30/18, as amended, is hereby further amended by deleting the following:

"Section 2.22(a) Notwithstanding any other provisions of this By-law, no building or structure may be located any closer than 15 metres to any municipal drain, measured from top of bank."

And replacing it with the following:

"Section 2.22(a) Notwithstanding any other provisions of this By-law, no building or structure may be located any closer than 10 metres to any municipal drain, measured from top of bank."

11. That Zoning By-law 6575/30/18, as amended, is hereby further amended by deleting the following:

"Section 3.3.1 Parking Space Requirements for Residential Uses"

Apartment Building	1.5
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And replacing it with the following:

"Section 3.3.1 Parking Space Requirements for Residential Uses"

Apartment Building	1.25
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12. That Zoning By-law 6575/30/18, as amended, is hereby further amended by adding the following:

"Section 3.1.2 Parking Space Requirements for Non-Residential Uses"

Commercial Plaza	Min 1 space per 25 square metres gfa
Elementary School	Min 1.25 spaces per classroom
Secondary School	Min 2 spaces per classroom
Public Use	Min 1 space per 30 square metres gfa

13. That Zoning By-law 6575/30/18, as amended, is hereby further amended by deleting the following:

"Section 5.3

- g) Minimum Rear Yard 7 metres except the minimum rear yard which includes the Environmental Protection (EP) Zone shall be 30 metres from the 1-in-100 year flood line as determined by the Niagara Peninsula Conservation Authority."

And replacing it with the following:

"Section 5.3

- g) Minimum Rear Yard 7 metres except the minimum rear yard which includes the Hazard (H) zone shall be determined by the Niagara Peninsula

Conservation Authority in accordance with Ontario Regulation 155/06, as amended."

14. That Zoning By-law 6575/30/18, as amended, is hereby further amended by adding the following:

"Section 8.2(c) Dwelling, Duplex"

15. That Zoning By-law 6575/30/18, as amended, is hereby further amended by adding the following:

"Section 8.2(j) Boarding or Lodging House"

16. That Zoning By-law 6575/30/18, as amended, is hereby further amended by adding the following:

"Section 8.7 Zone Requirements – Apartment Buildings; Apartment Buildings, Public; Boarding and Lodging House"

17. That Zoning By-law 6575/30/18, as amended, is hereby further amended by deleting the following:

"Section 8.8 The zone requirements of the First Density Residential (R1) zone shall apply"

And replacing it with the following:

"Section 8.8 The zone requirements of the Second Density Residential (R2) zone shall apply."

18. That Zoning By-law 6575/30/18, as amended, is hereby further amended by adding the following:

"Section 8.10 Zone Requirements – Duplex Dwelling"

The zone requirements of the Third Density Residential (R3) zone shall apply"

19. That Zoning By-law 6575/30/18, as amended, is hereby further amended by deleting the following:

"Section 11.3"

f) Minimum Rear Yard

7 metres except the minimum rear yard which includes the Environmental Protection (EP) Zone shall be 30 metres from the 1-in-100 year flood line as determined by the Niagara Peninsula Conservation Authority."

And replacing it with the following:

"Section 11.3"

f) Minimum Rear Yard

7 metres except the minimum rear yard which includes the Hazard (H) zone shall be determined by the Niagara Peninsula Conservation Authority in accordance with Ontario

20. That Zoning By-law 6575/30/18, as amended, is hereby further amended by deleting the following:
- "Section 15.6
- e) Maximum Building Height 4.6 metres"
21. That Zoning By-law 6575/30/18, as amended, is hereby further amended by deleting the following:
- "Section 16.4
- e) Maximum Building Height 4.6 metres"
22. That Zoning By-law 6575/30/18, as amended, is hereby further amended by deleting the following:
- "Section 17.4
- e) Maximum Building Height 4.6 metres"
23. That Zoning By-law 6575/30/18, as amended, is hereby further amended by deleting the following:
- "Section 26.4
- h) Maximum Building Height 11 metres"
- And replacing it with the following:
- "Section 26.4
- h) Maximum Building Height 15 metres"
24. That Zoning By-law 6575/30/18, as amended, is hereby further amended by deleting the following:
- "Section 27.4
- h) Maximum Building Height 11 metres"
- And replacing it with the following:
- "Section 27.4
- h) Maximum Building Height 15 metres"
25. That Zoning By-law 6575/30/18, as amended, is hereby further amended by deleting the following:
- "Section 29.4
- h) Maximum Building Height 11 metres"
- And replacing it with the following:
- "Section 29.4
- h) Maximum Building Height 15 metres"
26. That Zoning By-law 6575/30/18, as amended, is hereby further amended by deleting the following:



"Section 30.3

h) Maximum Building Height 11 metres"

And replacing it with the following:

"Section 30.3

h) Maximum Building Height 15 metres"

27. That Zoning By-law 6575/30/18, as amended, is hereby further amended by deleting the following:

"Section 34.3

f) Minimum Rear Yard 7 metres except the minimum rear yard which includes the Environmental Protection (EP) Zone shall be 30 metres from the 1-in-100 year flood line as determined by the Niagara Peninsula Conservation Authority."

And replacing it with the following:

"Section 34.3

f) Minimum Rear Yard 7 metres except the minimum rear yard which includes the Hazard (H) zone shall be determined by the Niagara Peninsula Conservation Authority in accordance with Ontario Regulation 155/06, as amended."

28. That Zoning By-law 6575/30/18, as amended, is hereby further amended by deleting the following:

"Section 35.3

f) Minimum Rear Yard 7 metres except the minimum rear yard which includes the Environmental Protection (EP) Zone shall be 30 metres from the 1-in-100 year flood line as determined by the Niagara Peninsula Conservation Authority."

And replacing it with the following:

"Section 35.3

f) Minimum Rear Yard 7 metres except the minimum rear yard which includes the Hazard (H) zone shall be determined by the Niagara Peninsula Conservation Authority in

accordance with Ontario Regulation 155/06, as amended."

29. That Zoning By-law 6575/30/18, as amended, is hereby further amended by deleting the following:

"Section 36.3

- g) Minimum Rear Yard 7 metres except the minimum rear yard which includes the Environmental Protection (EP) Zone shall be 30 metres from the 1-in-100 year flood line as determined by the Niagara Peninsula Conservation Authority."

And replacing it with the following:

"Section 36.3

- g) Minimum Rear Yard 7 metres except the minimum rear yard which includes the Hazard (H) zone shall be determined by the Niagara Peninsula Conservation Authority in accordance with Ontario Regulation 155/06, as amended."

30. That Zoning By-law 6575/30/18, as amended, is hereby further amended by adding the following:

"Section 37.2

**Special Provision: R2-54 Formerly: R2-137 By-law No.: 5057/112/07**

In addition to the uses permitted in the Second Density Residential (R2) zone, this land may also be used for a Bed & Breakfast establishment, seniors lodging and a refreshment "tea room" as accessory uses to the single-detached dwelling, provided, the single-detached dwelling is the principal residence of the person carrying on the Bed & Breakfast establishment, seniors lodging and refreshment "tea room". In addition, the following special regulations shall apply thereto:

- a) A maximum of 4 guest rooms be permitted for the use of seniors lodging only.
- b) A maximum of 2 guest rooms be permitted for the use of either seniors lodging or bed and breakfast patrons.
- c) The refreshment "tea room" shall not contain more than 16 seats total.
- d) A minimum of 2 parking spaces be provided on-site."
31. That Zoning By-law 6575/30/18, as amended, is hereby further amended by adding the following:

"Section 38

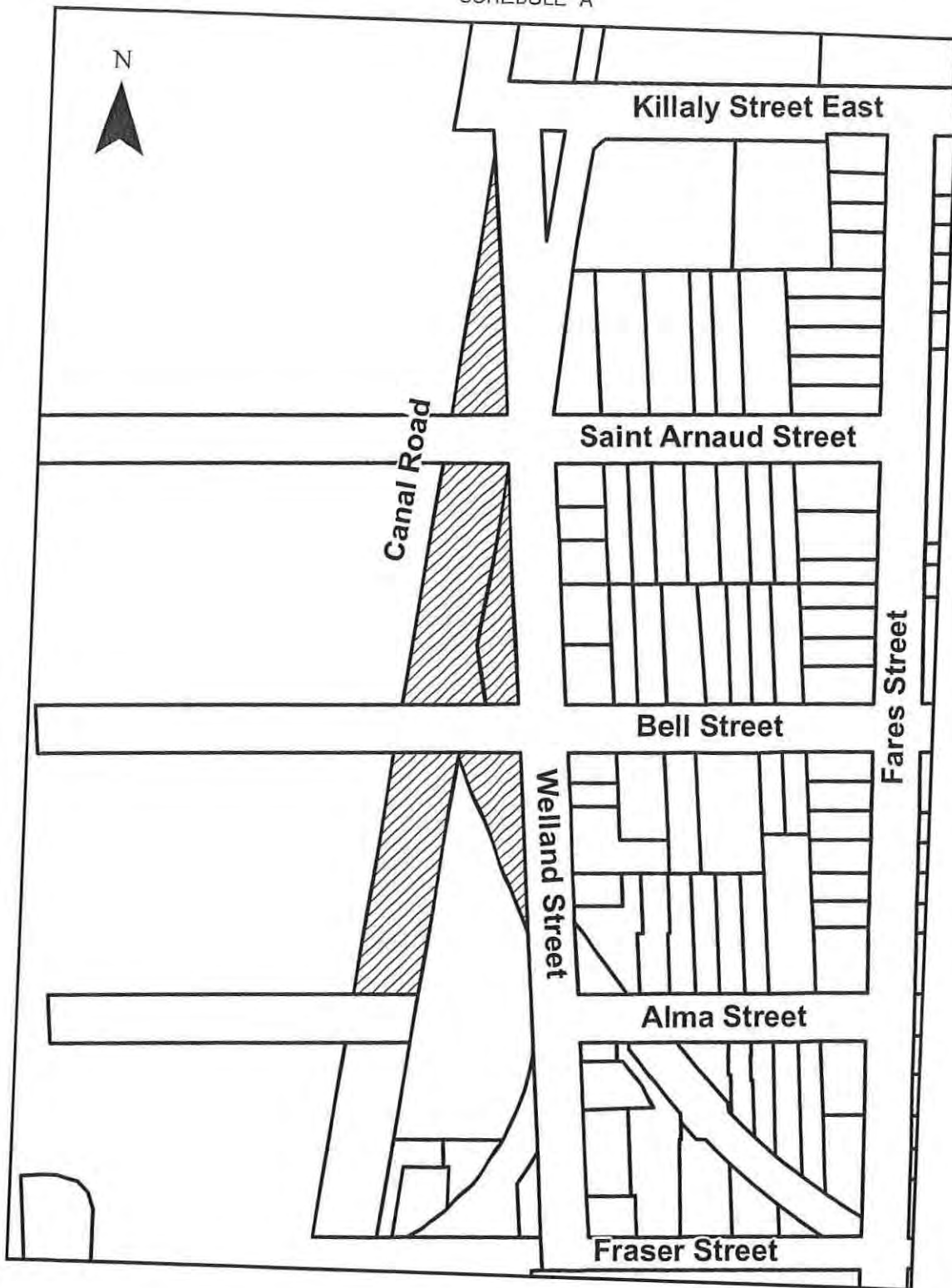
**Boarding or Lodging House:** Means a dwelling in which the proprietor supplies, for gain lodging, with or without meals, to more than four persons, but does not include a group home, hotel, hospital or other establishment otherwise classified or defined in this By-law."

32. That the "Zoning Map" referenced as "Schedule A6" forming part of Zoning By-law 6575/30/18, as amended, is hereby amended by changing those lands described on Schedule "A" attached which are currently not zoned to R4-CH (Fourth Density Residential with Conversion Holding).
33. That the "Zoning Map" referenced as "Schedule A7" forming part of Zoning By-law 6575/30/18, as amended, is hereby amended by changing those lands described on Schedule "B" attached from R2-43 to R2-54, a special provision of the Second Density Residential zone.
34. That the "Zoning Map" referenced as "Schedule A7" forming part of Zoning By-law 6575/30/18, as amended, is hereby amended by changing those lands described on Schedule "C" attached from R2 (Second Density Residential) to R3 (Third Density Residential).
35. That this by-law shall come into force and take effect on the day that it is passed by Council, subject to the provisions of the *Planning Act*.
36. The City Clerk is hereby authorized and directed to proceed with the giving notice of the passing of this by-law, in accordance with the *Planning Act*.


Enacted and passed this \_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_.

\_\_\_\_\_  
William C Steele  
Mayor

\_\_\_\_\_  
Amber LaPointe  
Clerk



THIS IS SCHEDULE "A" TO BY-LAW NO \_\_\_\_\_  
 PASSED THE \_\_\_\_\_, 2020  
 \_\_\_\_\_  
 MAYOR  
 \_\_\_\_\_  
 CLERK

 Lands to be zoned as R4-CH

MARCH 2020  
 FILE NO D14-01-20  
 DRAWN BY; CITY OF PORT COLBORNE  
 PLANNING DIVISION  
 NOT TO SCALE



THIS IS SCHEDULE "B" TO BY-LAW NO \_\_\_\_\_  
 PASSED THE \_\_\_\_\_, 2020  
 \_\_\_\_\_  
 MAYOR  
 \_\_\_\_\_  
 CLERK



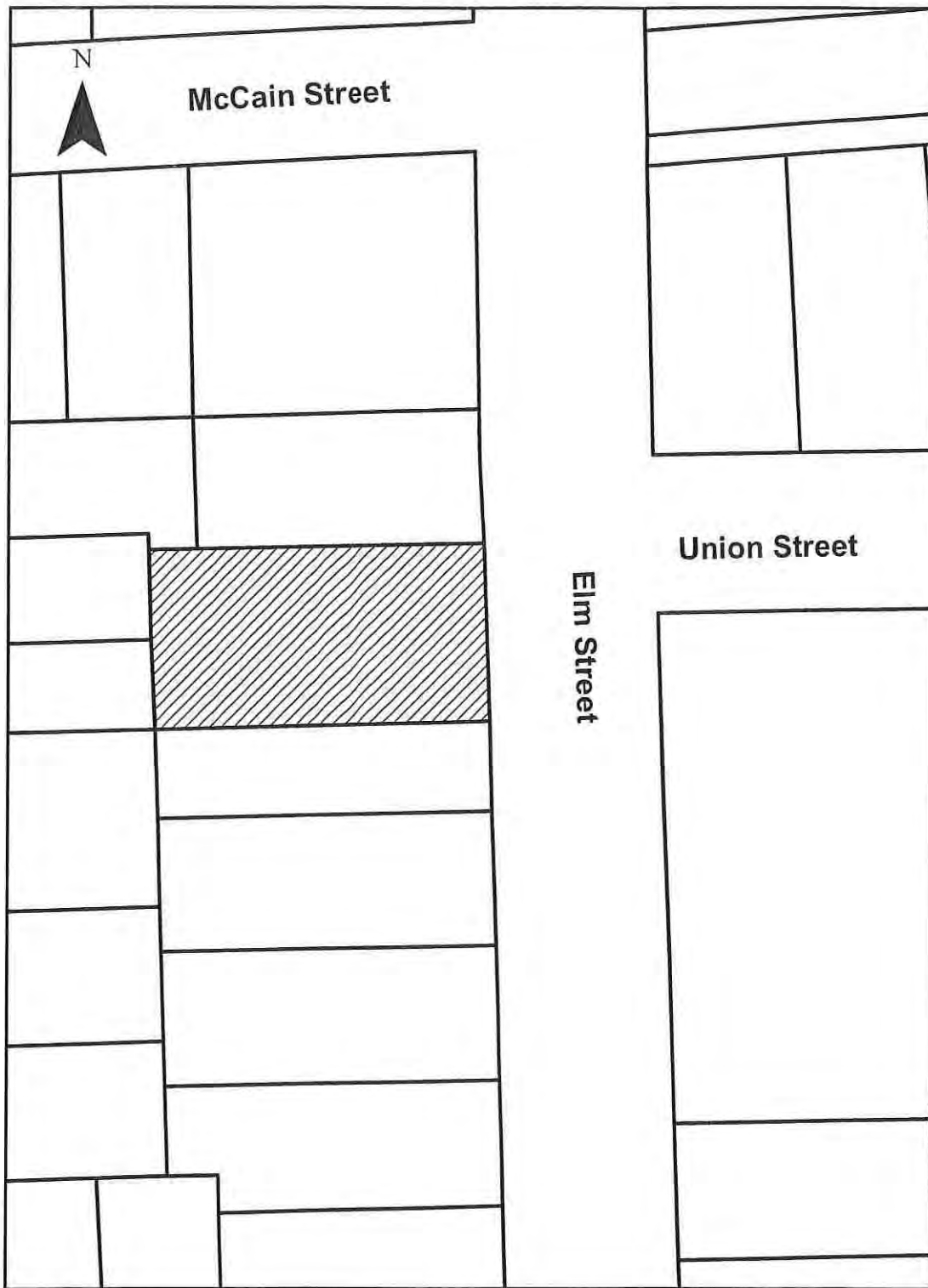
Lands to be rezoned from R2-43 to R2-54

MARCH 2020


FILE NO D14-01-20

DRAWN BY: CITY OF PORT COLBORNE  
 PLANNING DIVISION

NOT TO SCALE



THIS IS SCHEDULE "C" TO BY-LAW NO \_\_\_\_\_  
 PASSED THE \_\_\_\_\_, 2020  
 \_\_\_\_\_  
 MAYOR  
 \_\_\_\_\_  
 CLERK

 Lands to be rezoned from R2 to R3

MARCH 2020  
 FILE NO D14-01-20  
 DRAWN BY: CITY OF PORT COLBORNE  
 PLANNING DIVISION  
 NOT TO SCALE



**City of Port Colborne**  
**Regular Meeting of Committee of the Whole 05-20**  
**Monday, March 9, 2020**  
**Following the Special Meeting of Council**  
**Council Chambers, 3<sup>rd</sup> Floor, 66 Charlotte Street**

**Agenda**

1. **Call to Order:** Mayor William C. Steele
2. **Introduction of Addendum and Delegation Items:**
3. **Confirmation of Agenda:**
4. **Disclosures of Interest:**
5. **Adoption of Minutes:**
  - (a) Regular meeting of Committee of the Whole 04-20, held on February 24, 2020.
6. **Determination of Items Requiring Separate Discussion:**
7. **Approval of Items Not Requiring Separate Discussion:**
8. **Presentations:**
  - (a) Mario Madia, Vice-President, Finance, Administration & IT, YMCA of Niagara, will be presenting an Operations report regarding the Port Colborne Vale Centre YMCA (Page No. 29)
9. **Delegations (10 Minutes Maximum):**

None.
10. **Mayor's Report:**
11. **Regional Councillor's Report:**
12. **Councillors' Items:**
  - (a) Councillors' Issues/Enquiries
  - (b) Staff Responses to Previous Councillors' Enquiries
13. **Consideration of Items Requiring Separate Discussion:**
14. **Notice of Motion:**
15. **Adjournment:**

**Upcoming Committee of the Whole and Council Meetings**

Monday, March 23, 2020	Committee of the Whole/Council – 6:30 P.M.
Tuesday, April 14, 2020	Committee of the Whole/Council – 6:30 P.M.
Monday, April 27, 2020	Committee of the Whole/Council – 6:30 P.M.
Monday, May 11, 2020	Committee of the Whole/Council – 6:30 P.M.
Monday, May 25, 2020	Committee of the Whole/Council – 6:30 P.M.

Note: If not otherwise attached to the staff report, by-laws are published and available for review under the "Consideration of By-laws" section of the Council agenda.



## Committee Items:

Notes	Item	Description / Recommendation	Page
WCS MB EB RB GB FD AD DK HW	1.	<p><b><u>Community and Economic Development, Parks and Recreation Division, Report 2020-30, Subject: Draft Agreement with Lighthouse Festival Theatre Corporation Respecting Theatre Management Services at Roselawn Centre for the Arts</u></b></p> <p>That the Director of Community and Economic Development be directed to finalize the process for entering into an agreement with Lighthouse Festival Theatre Corporation for the operation and management of the “theatre side” of Roselawn Centre for the Arts;</p> <p>That the Director of Community and Economic Development, be directed to allocate \$2,500 in the Department’s 2020 budget for displaced employee support services; and</p> <p>That upon finalization, the Director of Community and Economic Development be granted approval and authorization to enter into the agreement with Lighthouse Festival Theatre.</p> <p><b>Note:</b> Nicole Halasz, Manager of Parks and Recreation will be providing a presentation with regards to the above report.</p>	39
WCS MB EB RB GB FD AD DK HW	2.	<p><b><u>Planning and Development Department, Planning Division, Report 2020-25, Subject: Mineral Aggregate Operation Zone</u></b></p> <p>That Planning and Development Department, Planning Division, Report 2020-25, Subject: Mineral Aggregate Operation Zone, be received for information.</p>	81
<b>Miscellaneous Correspondence</b>			
WCS MB EB RB GB FD AD DK HW	3.	<p><b><u>Memorandum from Richard Daniel, Manager of Operations Re: Request for Proclamation of Dig Safe Month, April 2020</u></b></p> <p>That April 1 – 30, 2020 be proclaimed as “Dig Safe Month” in the City of Port Colborne in accordance with the request received from Richard Daniel, Manager of Operations.</p>	87

Note: If not otherwise attached to the staff report, by-laws are published and available for review under the “Consideration of By-laws” section of the Council agenda.

WCS RB AD	MB GB DK	EB FD HW	4.	<p><b><u>Niagara Regional Broadband Network Re: Request for Letter of Support to Provide Highspeed Internet Service to Underserved and Unserved Areas of Niagara Region and Port Colborne</u></b></p> <p>That Port Colborne City Council supports the Niagara Regional Broadband Network (NRBN) initiative to provide highspeed internet access to underserved and unserved areas of Niagara Region; and</p> <p>That the Mayor provide a letter of support for the initiative.</p>	89
WCS RB AD	MB GB DK	EB FD HW	5.	<p><b><u>Upper Canada Consultants Re: Rosedale Subdivision (26T-87018) Update on Planning Progress</u></b></p> <p>That the correspondence from Craig Rohe, Senior Planner, Upper Canada Consultants Re: Rosedale Subdivision – Update of Planning Progress, be received for information.</p>	90
WCS RB AD	MB GB DK	EB FD HW	6.	<p><b><u>Region of Niagara Re: Ecological Land Classification Mapping Update (PDS 3-2020)</u></b></p> <p>That the correspondence received from the Region of Niagara Re: Ecological Land Classification Mapping Update, be received for information.</p>	91
WCS RB AD	MB GB DK	EB FD HW	7.	<p><b><u>Niagara Regional Housing Re: Niagara Regional Housing (NRH) Quarterly Report – October 1 to December 31, 2019</u></b></p> <p>That the correspondence received from Niagara Regional Housing Re: NRH Quarterly Report – October 1 to December 31, 2019, be received for information.</p>	97
WCS RB AD	MB GB DK	EB FD HW	8.	<p><b><u>Ministry of Municipal Affairs and Housing Re: Provincial Policy Statement – 2020</u></b></p> <p>That the correspondence received from Steve Clark, Minister, Ministry of Municipal Affairs and Housing Re: Provincial Policy Statement – 2020, be received for information.</p>	115
WCS RB AD	MB GB DK	EB FD HW	9.	<p><b><u>Vance Badawey, Member of Parliament, Niagara Centre Re: Single Sport Betting</u></b></p> <p>That the correspondence received from Vance Badawey, Member of Parliament, Niagara Centre Re: Single Sport Betting, be received for information.</p>	117

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WCS	MB	EB	10.	<b><u>Vance Badawey, Member of Parliament, Niagara Centre Re: Re-Branding the Gas Tax Fund – Building Communities Partnership Fund – Federal-Municipal Program</u></b>	123
RB	GB	FD			
AD	DK	HW		That the correspondence received from Vance Badawey, Member of Parliament Niagara Centre Re: Re-Branding the Gas Tax Fund – Building Communities Partnership Fund – Federal-Municipal Program, be received for information.	
WCS	MB	EB	11.	<b><u>Vance Badawey, Member of Parliament, Niagara Centre Re: Great Lakes</u></b>	129
RB	GB	FD			-
AD	DK	HW		That the correspondence received from Vance Badawey, Member of Parliament, Niagara Centre Re: Great Lakes, be received for information.	192
WCS	MB	EB	12.	<b><u>Vance Badawey, Member of Parliament, Niagara Centre Re: Skilled Trades</u></b>	193
RB	GB	FD			-
AD	DK	HW		That the correspondence received from Vance Badawey, Member of Parliament, Niagara Centre Re: Skilled Trades, be received for information.	418
WCS	MB	EB	13.	<b><u>Vance Badawey, Member of Parliament, Niagara Centre Re: Niagara-Hamilton Trade Corridor Phase 1</u></b>	419
RB	GB	FD			
AD	DK	HW		That the correspondence received from Vance Badawey, Member of Parliament, Niagara Centre Re: Niagara-Hamilton Trade Corridor Phase 1, be received for information.	
<b>Outside Resolutions – Requests for Endorsement</b>					
None.					
<b>Responses to City of Port Colborne Resolutions</b>					
None.					

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Port Colborne  
Vale Centre YMCA

Presentation to Council  
March 9, 2020

*Building healthy  
communities*

## Topics



- Highlights from the 2018-19 Year 7 Port Colborne YMCA
- What is New in 2019-20?
- Fitness Appointments YThrive
- Budget 2018-19
- Projection of 2020-24: the Next 4 Year Forecast



# Port Colborne YMCA Year 7 Highlights



- Leadership and development of more than 75 staff
- 1,252 volunteer hours provided by 74 volunteers
- Served an average of 2172 members on roll throughout the year
- Supported over 400 children, individuals and families through YMCA Financial Assistance
- Engaged over 450 children and youth continuously or in swim lessons strengthening their skills
- Partnered with 19 Community Organizations
- Engaged children and youth participants with 1409 camper days



# Port Colborne YMCA Year 7 Highlights

## Non-Member Access Highlights – Drop In:

- 5025 Swim Passes (Child, Adult and Family)
- 1230 Swimming visits by School Groups
- 6633 Day Pass / Guest Pass users
- 3907 Other (Day Camp, Aquatic Enrichment, Babysitting)



**Total of all non-member access visits - 16 795 / year**  
**Total of all member access visits – 118 162 / year**  
**Total average access visits – 11 246 / month**



# Total Programs and Hours Per Week

## Access Report

PROGRAM AREA		PARTICIPATION	PORT COLBORNE YEAR 7 (2018-2019)		TOTAL PROGRAM HOURS PER WEEK	TOTAL NUMBER OF PROGRAMS
			HOURS PER WEEK	PROGRAMS PER WEEK		
AQUATICS PROGRAMS	Preschool Swim Lessons		18	36	50.50	87.00
	Children Swim Lessons		23	40		
	Adult Lessons		1	2		
	Private Swim Lessons		3.5	7		
	Aquatic Certification		5	2	150.25	81.00
	Open Swim		88	40		
	Family Swim		10.75	7		
	Lane Swim		51.5	34	7.75	10.00
	Aquatic Fitness		6.75	9		
Other Aquatics		1	1			
FITNESS PROGRAMS	Group Fitness Classes (Step, Gentlefit, On the ball, Zumba, Body Sculpt)		19	24	47.00	52.00
	Adult Rec Sports		13	9		
	Individual Fitness Orientations		15	19		
PRESCHOOL PROGRAMS	Preschool Programs		11	7	51.25	32.00
	Play Centre (child minding/babysitting for parents active in YMCA at a fee for service)		20	10		
	Family Gym		20.25	15		
YOUTH PROGRAMS	Youth Programs (Get Connected, Games Galore, Saturday Morning Club)		10	6	21.50	15.00
	Individual Youth Fitness Orientations		2	4		
	Leader Corp		1.5	1		
	Youth Rec Sports		5	3		
	Youth Action Drop In		3	1		
<b>TOTAL</b>			<b>328.25</b>	<b>277.00</b>	<b>328.25</b>	<b>277.00</b>



## Port Colborne YMCA and Community Involvement



YMCA has been actively involved in many City of Port Colborne events including:

- Canal Days
- Canada Day Event
- Community Awareness Day
- Sports Fest
- Vale Day
- New Year's Eve Event
- Family Day

YMCA continues to provide leadership for several community events:

- National Child Day
- Healthy Kids Day
- Hallowe'en



## New/Expanded Program Investments for 2019 - 2020



Launch of new adult programs Arriba, Family Drumfit AND expanded offerings in Aquafit & Yoga!



## New/Expanded Program Investments for 2019 - 2020



Additional skill-based youth programming in Badminton, Basketball and Soccer!





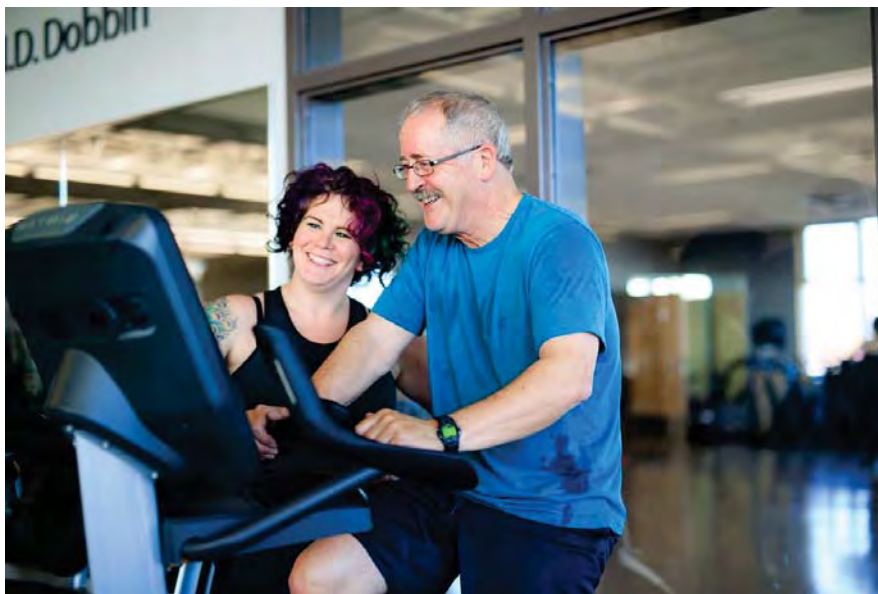
## New/Expanded Program Investments for 2019 - 2020



New  
Drop-in  
Band & Body  
Weight  
Class!



## Fitness Appointments - YThrive



### **Fitness Appointments**

Our goal is to help you be successful. Our Fitness staff can recommend an exercise program to assist you in achieving your fitness goals and objectives.

*It doesn't matter where you are now with your fitness and health goals,  
it matters where you're going.*



# Fitness Appointments - YThrive



## YThrive

Is the easiest way to get into the best shape of your life. Whether you're looking to enhance your athletic performance, lose weight, increase your energy or reduce your stress, our team of dedicated fitness experts has designed a program to fit your life.

*It doesn't matter where you are now with your fitness and health goals,  
it matters where you're going.*



## March 2020 Promo

A group of five people are celebrating in a gym. A woman in a blue shirt and red shorts is jumping with her arms raised. A man in a red tank top is clapping. A woman in a black tank top is holding a basketball. A woman in a black jacket is also smiling. A red 'Y' logo is in the top left corner.

**WE'RE HERE FOR THEIR  
ACHIEVEMENTS**

Join the YMCA and  
**Pay No Join Fee!**

Save  
up to  
**\$150**



# March 2020 Promo

## Benefits for the whole family!

- No locked-in contract
- Unlimited free adult fitness and aquatics classes
- Free YThrive fitness program and ongoing coaching
- Free swim lessons for all ages, drop in family swim times and lane swimming
- A free one-on-one fitness orientation to support new members
- Flexible membership hold options
- Gymnasium for recreational sports (basketball, volleyball, etc.)
- Customized personal training programs

## Visit any YMCA of Niagara location to get started.

Walker Family YMCA  
25 YMCA Drive  
St. Catharines

E.J. Freeland YMCA  
1555 Garrison Road  
Fort Erie

Niagara Falls YMCA,  
MacBain Community Centre  
7150 Montrose Road, Niagara Falls

Niagara Centre YMCA  
310 Woodlawn Road  
Welland

Niagara West YMCA  
325 Main Street East  
Grimsby

Port Colborne YMCA,  
Vale Health and Wellness Centre  
550 Elizabeth Street, Port Colborne

[ymcaofniagara.org](http://ymcaofniagara.org)

REACH YOUR GOALS WITH YTHRIVE!  
FREE fitness program and ongoing coaching



Everyone is welcome. Financial assistance is available to those in need.

Save  
— up to —  
**\$150**

Bring this card in to YMCA  
and we'll waive the join fee!



Offer expires March 31, 2020. This introductory offer is available to those new to the YMCA and upon registration for a continuous YMCA membership. This voucher has no cash value, is non-refundable, and cannot be replaced if lost or stolen. Not to be combined with any other offer.



## Supporting Participation for All YMCA Financial Assistance



The YMCA Financial Assistance program serves individuals and families who have the greatest need in our community.

18.3% of Port Colborne YMCA Members (400 individuals) benefited from YMCA Financial Assistance.



# How we did last Fiscal Year vs. Projection?

Port Colborne YMCA	2018/19 Actuals	2018/19 Projection	Variance
<b>Members On-roll, Year-to-date Average</b>	<b>2172</b>	<b>2398</b>	<b>(226)</b>
<b>Budgeted Revenue and Expenses</b>			
<b>Revenue</b>			
Operating Service Fund	300,000	300,000	-
Common Area Cleaning Fee	50,959	49,860	1,099
Membership Fees & Day Passes	932,091	979,252	(47,161)
Building Fee	6,358	10,195	(3,837)
Membership Assistance	(77,774)	(73,062)	(4,712)
Strong Kids Campaign	13,080	10,985	2,095
<b>Total Revenue</b>	<b>1,224,713</b>	<b>1,277,230</b>	<b>(52,517)</b>
<b>Expenses</b>			
Wages & Benefits	898,693	936,705	(38,012)
Supplies - Program, Cleaning and Maintenance	85,997	83,993	2,004
Other Direct Expenses (repairs, training, etc.)	49,960	52,330	(2,370)
<b>Total Expenses</b>	<b>1,034,650</b>	<b>1,073,028</b>	<b>(38,377)</b>
<b>Operating Net</b>	<b>190,063</b>	<b>204,203</b>	<b>(14,140)</b>
Deferred Capital Depreciation	136,286	146,286	(10,000)
Administrative Overhead (10% of total expenses)	103,465	107,303	(3,838)
<b>Total Net</b>	<b>(49,688)</b>	<b>(49,386)</b>	<b>(302)</b>
<b>Additional Funding from City of Port Colborne</b>	<b>22,500</b>		
<b>Net Surplus (Deficit)</b>	<b>(27,188)</b>		



# Port Colborne YMCA 2019/20 Budget & 4 Year Forecast

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Members On-roll, Year-to-date Average</b>	<b>2172</b>	<b>2227</b>	<b>2249</b>	<b>2272</b>	<b>2294</b>	<b>2317</b>
<b>Budgeted Revenue and Expenses</b>						
<b>Revenue</b>						
Operating Service Fund	300,000	300,000	300,000	300,000	300,000	300,000
Common Area Cleaning Fee	50,959	51,288	51,801	52,319	52,842	53,370
Membership Fees & Day Passes	932,091	962,035	981,276	1,000,901	1,020,919	1,041,338
Building Fee	6,358	6,197	6,259	6,322	6,385	6,449
Membership Assistance	(77,774)	(77,585)	(79,137)	(80,719)	(82,334)	(83,980)
Strong Kids Campaign	13,080	9,965	10,164	10,367	10,575	10,786
<b>Total Revenue</b>	<b>1,224,713</b>	<b>1,251,900</b>	<b>1,270,363</b>	<b>1,289,190</b>	<b>1,308,387</b>	<b>1,327,962</b>
<b>Expenses</b>						
Wages & Benefits	898,693	909,501	927,692	946,245	965,170	984,474
Supplies - Program, Cleaning and Maintenance	85,997	70,988	74,537	78,264	82,177	86,286
Other Direct Expenses (repairs, training, etc.)	49,960	37,176	39,035	40,987	43,036	45,188
<b>Total Expenses</b>	<b>1,034,650</b>	<b>1,017,665</b>	<b>1,041,264</b>	<b>1,065,496</b>	<b>1,090,384</b>	<b>1,115,948</b>
<b>Operating Net</b>	<b>190,063</b>	<b>234,234</b>	<b>229,099</b>	<b>223,693</b>	<b>218,003</b>	<b>212,015</b>
Deferred Capital Depreciation	136,286	137,671	159,057	155,443	135,737	30,000
Administrative Overhead (10% of total expenses)	103,465	101,767	104,126	106,550	109,038	111,595
<b>Total Net</b>	<b>(49,688)</b>	<b>(5,204)</b>	<b>(34,084)</b>	<b>(38,299)</b>	<b>(26,772)</b>	<b>70,420</b>





**Thank you and  
Questions?**

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Report Number: 2020-30

Date: March 9, 2020

**SUBJECT: Draft Agreement with Lighthouse Festival Theatre Corporation Respecting Theatre Management Services at Roselawn Centre for the Arts**

**1) PURPOSE**

The purpose of this report is to present a draft lease agreement with Lighthouse Festival Theatre Corporation (“Lighthouse”) respecting the operation and management of the theatre side of the Roselawn Centre for the Arts (“Roselawn”). After the November 25<sup>th</sup> Council meeting, staff was directed to re-negotiate the following points within the agreement: Capital surcharge, duration of term, termination clause and utilities of Roselawn.

**2) HISTORY, BACKGROUND, COUNCIL POLICY, PRACTICES**

On May 16, 2019, the City received correspondence from Lighthouse outlining a proposal to assume the provision of theatre management services at Roselawn. Lighthouse indicated that the following challenges exist under the existing agreement respecting Showboat Festival Theatre operations:

- Inability to continue production season expansion in Port Colborne;
- Operation of separate box office creates confusion and presents financial challenges;
- Financial constraints (theatre rental, capital surcharge per ticket);
- Lack of capital improvements at the facility;
- Overall lack of control in creating a positive theatre experience for patrons; and
- Current arrangement presents challenges for securing donations, sponsorships, etc. due to lack of overall control.

Subsequently, on June 10, 2019, in closed session, Council considered Community and Economic Development Department, Parks and Recreation Division Report 2019-79, Subject Theatre Management Proposal Respecting Roselawn Centre for the Arts. The report provided a brief history of Roselawn, a review of the City’s ongoing partnership with Lighthouse respecting the continued operation of Showboat Festival Theatre, and a summary of human resource implications. At that meeting, Council provided the following direction to staff:

That the Director of Community and Economic Development be directed to enter into negotiations with Lighthouse Festival Theatre regarding the provision of theatre management services at the Roselawn Centre for the Arts; and

That, at the conclusion of said negotiations, the Director be directed to prepare a report outlining the proposed structure, terms, conditions, and human resource implications of the potential agreement for Council’s consideration.

On November 25, 2019, in closed session, Council considered Community and Economic Development Department, Parks and Recreation Division Closed Session Report 2019-180, Subject Theatre Management Proposal Respecting Roselawn Centre for the Arts. At that meeting, Council provided the following direction to staff:

That the Director of Community and Economic Development be directed to re-negotiate with Lighthouse Festival Theatre regarding the clauses associated with capital surcharge, duration of term, termination clause and utilities of Roselawn; and

That, at the conclusion of said negotiations, the Director be instructed to prepare a report outlining the proposed structure, terms, conditions, and human resource implications of the potential agreement for Council's consideration.

### 3) STAFF COMMENTS AND DISCUSSIONS

In accordance with the above noted direction, staff met and exchanged correspondence with Nicole Campbell, Executive Director and Derek Ritschel, Artistic Director of Lighthouse Festival Theatre, in order to address Council's request to renegotiate the terms and conditions addressed during the November 25, 2019 meeting. Items requested to be reviewed are 2, 4.2, 5.7, and 13. In addition to items identified by Council, both parties' solicitors have highlighted the additional clauses for clarification.

A copy of the draft lease agreement is attached as Appendix B. The agreement is comprehensive and reflects emerging topics addressed in the draft Parks and Recreation Master Plan (i.e. environmental sustainability, affordable access to programming, collaborative partnerships, healthy eating choices, etc.). Highlighted clauses requested for re-negotiation by Council are outlined below, along with staff and Lighthouse representatives' comments, in the following chart. While the chart below provides a summary of the terms and conditions, staff would direct Council's attention to the draft agreement, as attached, in full.

<b>Draft Lease Agreement with Lighthouse - Summary of Terms and Conditions</b>		
<b>Section</b>	<b>Subject</b>	<b>Comments</b>
2.	Term of the Agreement/ Commencement Date	The term has been defined as a period of five years, with the option to renew and/or terminate (as discussed in further detail below). The term commences on April 1, 2020. Please note that Lighthouse initially requested a ten year term, however, staff are recommending a five year term for Council's consideration (with an option to renew for another five years at the end of the initial term). The request for a ten-year term illustrates Lighthouse's commitment, however, staff would like to reserve the right to reevaluate the partnership after a five year period. Lighthouse has agreed to these terms.



4.2	Capital Surcharge/ Reserve Fund	A capital surcharge of one (1) dollar will be paid by Lighthouse from each ticket sold for participation in Lighthouse programming and programming of any third party sublease or licensee. Capital surcharge payments will be remitted to the City on a quarterly basis. The City will deposit those funds into a reserve fund that will be maintained for the sole purpose of funding improvements and grant applications for facility improvements. This mirrors the arrangement currently in place with Showboat Festival Theatre. The agreement will be updated to reflect the balance of the reserve fund (Lighthouse Capital Surcharge contributions only) at the April 2020 commencement date). It should be noted that staff initially recommended the capital surcharge be set at two (2) dollars per ticket. However, in exchange for eliminating janitorial services from the list of City responsibilities, staff agreed to present one (1) dollar to Council for consideration. Status remains the same please note Lighthouse has indicated a commitment to capital projects via grants, sponsorships, and other funding sources, Appendix A provides further explanation.
5.7, 5.8	Utilities/Winter Control	City responsible for cost of utilities and snow removal. It is the opinion of staff that this agreement will decrease operating costs and strengthen the City's efforts in pursuing partnerships to enhance facility management practices, optimize utilization, and strengthen program offerings. Rather than the agreement being seen as merely a lease agreement, both parties urge Council to recognize this as an opportunity to service the community better as well as helping to stimulate the economy. Lighthouse has provided further explanation in Appendix A.
13.	Termination	City can terminate the agreement for any reason upon providing nine (9) months' notice. Lighthouse can terminate the agreement for any reason upon providing nine (9) months' notice. Further, City can terminate agreement in the following circumstances: Lighthouse is in default of the agreement; becomes bankrupt; is the subject of any claims or criminal investigation (fraud, etc.); premises declared uninhabitable. This section also speaks to remedies if

		Lighthouse is in default, as well as enforcement of the agreement. Lighthouse can terminate the agreement for any reason upon providing nine (9) months' notice. Lighthouse has requested the increase from six (6) to nine (9) month termination clause due to seasonal programming and ticket sales occurring one year in advance, allowing Lighthouse to have time to successfully strategize and implement alternative plans if this clause was exercised.
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The draft agreement is presented under cover of this report for Council's review and consideration. Should any term/condition be considered unsatisfactory, Council may provide direction to staff to amend the term/condition and present same to Lighthouse for further negotiation.

Considerable time and effort has been expended in order to ensure the draft agreement reflects a mutually beneficial arrangement between the parties. In addition to the negotiation process, staff carefully reviewed and took into consideration other agreements the City holds for the lease of municipal facilities with third party tenants (i.e. YMCA, Bocce Club).

The attached agreement was carefully reviewed, and agreed upon by Lighthouse and the City solicitor and insurer. Subject to further changes as may be requested by Council, it is recommended that direction be provided by Council (as outlined in the recommendation of this report) and that Council authorize entering into the lease agreement.

**Financial Implications:**

In concert with drafting the lease agreement, staff also undertook an analysis of the existing revenues and expenditures of the theatre side of the facility and projected savings. A copy of the February 11, 2020 statement of account outlining the statement of operations for Roselawn is attached as Appendix C.

A brief analysis of this information and the projected savings are provided below. Please note this analysis, as much as possible, has been carried out to reflect revenue/expenses associated with theatre operations only – rather than facility wide. In the event that the recommendation of this report is approved, staff will prepare a report following one years' time, to provide an update regarding financial and operational performance (including projected and actual revenues and expenses).

At the January 27, 2020 Council meeting, the Economic Development Officer provided an update on the Incubator/Co-Working Hub Pilot project, which is running concurrently with the consultant's research and will form part of the research and data gathering process. This process will assist in Council's decision for the future of a potential Incubator/Co-Working Hub within the City, and will consider the use of Roselawn Centre for this purpose. In addition to data gathering and market testing, this initiative is intended to spark entrepreneurship and innovation, position Port Colborne as a thriving, vibrant place for creativity and innovation, to ensure the optimal utilization of municipal assets while building on the community's core competencies and enhancing its value

proposition. Roselawn has been identified as an unutilized and underutilized space. Therefore, Roselawn will be made available as a co-working space to creative and innovative business start-ups. The pilot will run for a limited time period of 6 months (subject to review and extension). The rates will be based on cost recovery.

Further, it should be noted that the City may continue to receive revenue from events, programming, and rentals on the heritage side of the facility. In this regard, the City will continue to pursue partnerships to enhance facility management practices, optimize utilization, strengthen program offerings and will work to accommodate the incubator model presented by the Economic Development Officer. As a direct correlation to clauses within the proposed lease agreement, as well as taking into consideration the existing office rental agreement with the Friends of Roselawn, and projected room rentals in the heritage side of the facility, the chart below outlines an estimation of forecasted revenues:

<b>Roselawn (Theatre) - Projected Revenue</b>	
<b>Source</b>	<b>Dollars (\$)</b>
Lighthouse Capital Surcharge (all ticket sales)	\$15,000
Room Rentals	\$6,000
Office Rental	\$5,000
<b>Total Projected Revenue</b>	<b>\$26,000</b>

As outlined above, staff project a potential revenue of approximately \$26,000 annually. It should be noted, that the figures outlined in this report represent estimates only.

In addition to projected revenue, staff also undertook an analysis of current and future expenses. The proposed agreement with Lighthouse will enable the City to eliminate a number of expenditures from the annual operating budget. Projected cost savings are outlined in the chart below.

<b>Roselawn (Theatre) – Projected Expenses to be Eliminated (Savings)</b>	
<b>Source</b>	<b>Dollars (\$)</b>
Office Supplies	\$109
Cleaning Materials	\$2,050
Credit Card/SOCAN Fees	\$12,300
Computer Program/Maintenance	\$10,000
Equipment Rental	\$410
Bar Expense	\$5,125
Food Expense	\$7,175
<b>Total Expenses to be Eliminated</b>	<b>\$37,169</b>

The following chart provides an overview of the expenditures that will be maintained within the Roselawn budget in terms of facility operations.

If costs associated with cleaning of the house side as a result of rentals or the establishment of an incubator at Roselawn remain a City responsibility, part-time employees may be recalled as per the *Employment Standard Act* (note: a fulsome discussion of human resource implications is provided after this section). Alternatively, contract services can be utilized. This estimate will need to be determined and included within budget deliberations.

<b>Roselawn (Theatre) – Ongoing/Maintained Expenses</b>	
<b>Source</b>	<b>Dollars (\$)</b>
Hydro	\$18,000
Water	\$4,000
Heat	\$7,500
Telephone	\$1,200
Insurance	\$4,663
Building Contracted Services (Fire Services, ORKIN, Waste, etc.)	\$15,000
Roselawn Theatre Management Fee (as per agreement)	\$25,000
<b>Total Theatre Related Expenditures to be Maintained</b>	<b>\$75,363</b>

It is relevant to note that the organizational review implemented in 2018 changed the manner in which City-owned facilities, along with their annual maintenance and planning in terms of capital improvement, is managed. As a result of the reorganization, facility maintenance is now scheduled, budgeted for, and managed by the Engineering and Operations Department (with input from the Community and Economic Development Department, where appropriate). The completion of an interior building conditions assessment (to be completed in 2020) will provide valuable insight into potential operational and capital costs associated with complete interior restoration of Roselawn and renovation of ancillary structures, while preserving and enhancing the historical significance of the facility and its heritage attributes.

#### **Human Resource Implications:**

As noted above, this report has human resource implications of entering into a theatre management agreement with Lighthouse. In preparation of this report, staff consulted with the City's Human Resources Coordinator.

Eight positions are currently employed by the City at Roselawn including the Roselawn Event Coordinator (a full-time position), box office attendants, house manager, maintenance and repair, and servers/bartenders (all of which are part-time positions). Following discussions with Lighthouse and an analysis of staffing levels, the current level of staffing at the facility will be reduced as direct result of the proposed agreement with Lighthouse.

Of the eight positions, the Community and Economic Development Department proposes to retain 1.5 positions of the current Roselawn staffing contingent. These staff will be reallocated within the Department in order to fill an administrative gap that has persisted since the time of the reorganization in 2018, and more specifically to assist with implementing the recommendations of the City's first Parks and Recreation Master Plan. As a result, \$72,000 is proposed to be reallocated from Roselawn in staff wages to the Community and Economic Development Department to assist with filling service level gaps. As a result, 6.5 positions will be eliminated from the Department's current staffing levels, representing a total of \$37,508.60 in estimated severance costs.

The Community and Economic Development Department will allocate \$2,500 in its annual operating budget to assist Roselawn's displaced employees with support for employment

services, including but not limited to resume building resources and employment counselling services, if requested.

<b>Roselawn (Theatre) – Staffing Expenses</b>	
<b>Source</b>	<b>Dollars (\$)</b>
Salaries/ Wages Regular	\$56,314
Salaries/ Wages Part Time	\$38,393
Employee Benefits	\$25,779
Overtime	\$1,135
In Lieu	\$3,563
Vacation Pay	\$3,412
Statutory Holidays	\$4,531
Sick Leave	\$894
<b>Total Staffing Costs</b>	<b>\$134,021</b>

As outlined above, staff have endeavoured to provide an accurate estimate of revenues and expenses (and cost savings) that may be realized as a result of entering into a theatre management services agreement with Lighthouse Festival Theatre. To conclude, the following chart provides a summary of estimated revenues and expenses and total projected savings.

<b>Roselawn (Theatre) – Summary of Financial Analysis</b>	
<b>Source</b>	<b>Dollars (\$)</b>
Revenue (Capital Surcharge, Rentals)	\$26,000
Expenses (Eliminated)	\$37,169
Expenses (Maintained)	(\$75,363)
Staffing Expenses (Eliminated)	\$134,021
Staffing Expenses (Re-allocated)	(\$72,000)
Severance (One-time expense 2020)	(\$37,508.60)
<b>Estimated Total (for 2020)</b>	<b>\$12,318</b>
<b>Estimated Total (annually after 2020)</b>	<b>\$49,827</b>

As illustrated above, after the financial analysis, staff project a total cost reduction of approximately \$12,318 for 2020 (and after the one-time severance expense, \$49,827 following 2020). As a result, the agreement with Lighthouse Festival Theatre will allow the City to decrease operating costs while securing a reliable tenant and strengthening the relationship with a proven community partner, maintaining (and enhancing) a commitment to the arts and culture community, and continuing to act as a steward of Roselawn Centre for the Arts. Staff recommend that any actual cost reductions realized be allocated to reserves for capital improvements and maintenance at Roselawn.

### **Conclusion:**

The City often seeks and makes use of partnerships with local recreational and cultural organizations through service agreements to deliver valuable programming and events that enrich quality of life and contribute to a strong sense of community. These partnerships ensure services can be provided in a sustainable and cost effective manner.

Entering into a theatre management agreement with Lighthouse Festival Theatre will assist the City in positioning Roselawn as a creative and cultural incubator that creates a more culturally vibrant community, supported by collaborative institutions and organizations, while ensuring the City's cultural resources are widely accessible and inclusive for residents and visitors of all ages.

Further, this agreement will decrease operating costs and strengthen the City's efforts in pursuing partnerships to enhance facility management practices, optimize utilization, and strengthen program offerings. Actively pursuing a partnership with a private arts/cultural/theatre group to administer programming at the Roselawn Centre for the Arts is also amongst the early recommendations arising out of the Parks and Recreation Master Plan.

#### **4) OPTIONS AND FINANCIAL CONSIDERATIONS:**

##### **a) Do Nothing**

Council may receive and file this report, which would effectively deny the request to enter into theatre management agreement with Lighthouse. For the reasons outlined above, this option is not recommended.

##### **b) Other Options**

Council may choose to provide alternative direction to staff regarding the agreement with the Lighthouse Festival Theatre. This option is not recommended.

#### **5) COMPLIANCE WITH STRATEGIC PLAN INITIATIVES**

This report supports the goal of maximizing the use of Roselawn as outlined under the City's Strategic Plan. This initiative also supports findings from the Park and Recreation Master Plan. Further, this initiative aligns with various goals under the City's Arts and Culture Master Plan, including positioning Roselawn as a widely accessible community cultural hub, and changing the profile and image of Roselawn to become a facility known and recognized as a welcoming public space.

#### **6) ATTACHMENTS**

Appendix A – Lighthouse Festival Theatre Letter concerning Council requested negotiated clauses

Appendix B – Draft Lease Agreement with Lighthouse Festival Theatre Corporation

Appendix C – Roselawn Statement of Operations

#### **7) RECOMMENDATION**

That the Director of Community and Economic Development be directed to finalize the process of entering into an agreement with Lighthouse Festival Theatre Corporation for the operation and management of the "theatre side" of Roselawn Centre for the Arts;

That the Director of Community and Economic Development be directed to allocate \$2,500 in the Department's 2020 budget for displaced employee support services; and

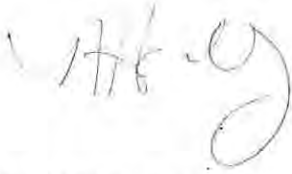
Community and Economic Development, Parks and Recreation Division Report 2020-30

That upon finalization, the Director of Community and Economic Development be granted approval and authorization to enter into the agreement with Lighthouse Festival Theatre.

**8) SIGNATURES**

Prepared on February 27, 2020 by:

Reviewed and respectfully submitted by:



Nicole Halasz  
Manager of Parks and Recreation



C. Scott Luey  
Chief Administrative

City of Port Colborne Council Re: Roselawn and Lighthouse Agreement

Greetings from Lighthouse. Thank you for accepting and considering this follow up letter.

As council is aware, Lighthouse is interested in the opportunity to deliver professional theatre services in the Roselawn Centre. We want to ensure that the building is properly maintained and well used by the community, visitors and user groups for the continued economic and cultural development of the City of Port Colborne.

Lighthouse has a proven track record for success. We own and operate the heritage building in Port Dover, welcoming over 65,000 patrons year round, presenting a main summer season totaling 140 performances, a four week Young Company program and a flourishing "off season" with multiple vendor rentals weekly from October to April.

Through a significant capital campaign we recently renovated our entryway, bar and seating. We understand theatre and what patrons expect out of their experience.

We would like to mirror that success here in Port so that the visitors of the Roselawn Centre can enjoy more programming, year-round, and help make impactful improvements to the building as well as increase tourism to the region.

In November, council was presented with an agreement that we worked on with City staff utilizing other examples of municipal and theatre partnerships, most notably the successful agreement between the City of Orangeville and Theatre Orangeville. Through negotiations with City staff, we felt that we came to a very fair agreement that could then be presented to council.

We are happy to address the requests council has made since that time.

1. The \$2 dollar capital surcharge.
2. The 5-10 year term.
3. The six month termination clause.
4. The utilities of Roselawn

#### **The \$2 dollar capital surcharge.**

Some negotiations made prior to council's review included the removal of janitorial services in turn for the \$1 capital surcharge presented, rather than the suggested \$2 surcharge. We believe that the \$1 is a standard and fair amount to provide toward the capital improvement fund and as you will see outlined in this letter, we have every intention of supporting capital improvements of the Roselawn Centre through grants, sponsorships and other funding resources.

The one dollar surcharge is one gear in the capital funding Lighthouse, as a charitable not-for-profit organization, can access for the improvements of the Roselawn Centre.

#### **The 5-10 year term.**

We are happy to agree to council's request of a five-year term. We originally presented a ten-year term as our way of showing our commitment to the community. We completely understand the adjustment.

#### **The six-month termination clause.**

This is another adjustment we can understand; but if we may, we would like to further tweak the request. We would like to finesse this clause to be for nine months prior to our season announcement. For the sole reason theatres begin planning and selling subscriptions over a year in advance. All we ask is that we have the time to successfully strategize and implement measures should this clause be exercised.

#### **The utilities of Roselawn**

While we appreciate and respect council's thorough review of every detail of this agreement, we would like to share our view of why we urge you to consider this to be an flourishing partnership rather than merely a lease agreement.



The bottom line for a not-for-profit theatre is a rough and unforgiving game. However, if we play the game tight on our end to keep the doors swinging the economic impact to a community can be substantial.

A quick example of this (internally speaking) is that should the agreement move forward between us, Lighthouse will move all set construction to Port Colborne. This is a \$45,000-dollar infusion of money into the economic engine of Port Colborne. It includes material costs, hardware and labour expenses locally. In one move we have more than covered the proposed utilities expenses.

We can go into detail with other economic infusions such as actors paying rent, restaurants, B&B's, gas stations etc etc ... All positive financial benefits for the community. One drive to Shaw, Stratford, Orangeville and Port Dover is all it takes to appreciate how the economic exchange can benefit the host community.

After Showboat closed its doors six years ago, Lighthouse has taken Showboat from four weeks of 3000 patrons to eleven weeks of performances and over 11,000 patrons. And should this opportunity become a reality the pressure valve on the budget is released and the sky is the limit for us all. As we grow the benefits to the City can grow.

It's no secret Lighthouse was considering closing down operations in Port Colborne not because of our lack of success patron wise, but because of the following hurdles:

1. We have been leasing our own box office year-round out of the Roselawn Centre with staff we employ. We made this decision because we did not have control over the customer service, could not access our ticket or patron data and could not offer online sales. This has proven to help mitigate those concerns, however has increased our costs significantly and is still hindering our growth.
2. Other concerns that led us to meet with City staff were the growing costs to rent the theatre itself, the capital surcharge per ticket with no capital improvements, the confusion of two box offices and lack of control over our patron's experience.
3. As a not for profit we rely on support from many revenue streams. We struggle to secure donations, sponsorships, grants or increase our pricing due to the lack of control we currently have in the space. We do not operate the bar, volunteers, house management or any capital decisions. While we do have control over our customer service at the box office and the quality of the productions, there is far more to the experience of live theatre that we cannot provide our patrons.

The above concerns have all been successfully addressed with City staff through the agreement put forward to you.

Through this agreement, we see Lighthouse assuming all staffing, ticketing, day to day management, artistic vision and operations of the Roselawn Centre; with the City undertaking the maintenance and utilities of its building.

As a result, the city and taxpayers will save over one hundred thousand dollars each year from Roselawn expenses and gain major economic impact via set construction, labour costs as well as maintain and grow hotel and B&B, restaurant and other service-related businesses revenues.

Together we can join the ranks of successful partnerships like Orangeville, Shaw and Stratford and transform this underutilized building into a thriving arts and cultural facility that patrons and presenters alike can take pride in.

Sincerely,



Nicole Campbell  
Executive Director



Derek Ritschel  
Artistic Director

This Agreement made in triplicate this \_\_\_\_\_ day of \_\_\_\_\_, 2020.

- Between -

**THE CORPORATION OF THE CITY OF PORT COLBORNE**  
66 Charlotte Street, Port Colborne, Ontario, L3K 3C8  
(hereinafter referred to as the "City")

- and -

**LIGHTHOUSE FESTIVAL THEATRE CORPORATION**  
o/a Showboat Festival Theatre  
P.O. Box 1208, 247 Main Street, Port Dover, Ontario, N0A 1N0  
(herein referred to as "Lighthouse Festival Theatre")

**WHEREAS** the City owns a Premises municipally known as the Roselawn Centre for the Arts (hereafter referred to as the "Roselawn Centre"), located at 296 Fielden Avenue, Port Colborne, Ontario, L3K 4T6; and

**WHEREAS** the City is desirous of having the Roselawn Centre regularly and well-used, managed and occupied as a theatre or centre for artistic groups and the performing arts and activities incidental or ancillary thereto;

**WHEREAS** the City requires an independent contractor to operate and manage theatre programming and ancillary services, and is desirous of having certain premises within the Roselawn Centre, as described herein, utilized for said purpose, in accordance with the terms and conditions of this Agreement; and

**WHEREAS** Lighthouse Festival Theatre, incorporated in 1981 and located in Port Dover, is a year round theatre, that presents high quality professional theatre with a focus on Canadian artists for the Niagara Region, building a stronger subscription base, developing relationships with sponsors and donors, and investing back into the artistic community; and

**WHEREAS** the City often seeks and makes use of relationships with local recreational and cultural organizations through service and other agreements to deliver to the community valuable programming and events that may enrich quality of life and contribute to a strong sense of community;

**WHEREAS** Lighthouse Festival Theatre has an established presence in the community and relationship with the City, having successfully delivered theatre production and box office services (operating as Showboat Festival Theatre) at the Roselawn Centre since 2012; and

**WHEREAS** the City is desirous to have Lighthouse Festival Theatre manage and operate theatre programming and ancillary services at the Roselawn Centre; and

**WHEREAS** the City and Lighthouse Festival Theatre are committed to ensuring that the Roselawn Centre is properly maintained and well-used by the community, visitors and user groups for the continued economic and cultural development of the City of Port Colborne.

**NOW THEREFORE**, in consideration of the covenants herein, the City and Lighthouse Festival Theatre hereby agree as follows:

**1. Leased Premises Defined:**

The "Premises", as it pertains to this Agreement, defined as an area of approximately 12000 square feet located within the Roselawn Centre, including the box office, theatre space, office space, front house, washrooms, lobby, basement, garage, and storage; all as shown highlighted on Schedule "A".

1.1 Additionally, during the first two (2) years of the Term, Lighthouse Festival Theatre shall have the option for exclusive use and occupancy of the bar area identified on Schedule "A" not included in the Premises during any period in which the Premises are being used for programming or events by Lighthouse Festival Theatre or any third party sublease or licensee or user group. Lighthouse Festival Theatre shall have the option to extend this right to use this bar area for an additional (1) year of the Term on ninety days written notice to the City before second anniversary of the Commencement Date.

**2. Term:**

The term shall be for a period of five (5) YEARS (the "Term"), computed from April 1, 2020 or such earlier date as the parties may otherwise agree in writing (the "Commencement Date"), unless terminated as provided for herein.

**3. Permitted Uses:**

Lighthouse Festival Theatre shall have exclusive use and occupancy of the Premises throughout the Term and any renewal or extension thereof principally as a theatre or centre for the performing arts and activities incidental or ancillary thereto including short term licences or subleases of the Premises (or parts thereof) to third parties for same or similar uses, food and beverage services (including obtaining and maintaining its own liquor sales licence) and Lighthouse Festival Theatre's own programming. For greater clarity, Lighthouse Festival Theatre shall have sole and absolute discretion regarding program scheduling and content and the fees and other charges for participation in its own programming or for any use or occupancy of the Premises, in whole or in part, by third parties during the Term.

**4. Covenants of Lighthouse Festival Theatre:**

During the Term, Lighthouse Festival Theatre shall perform the following duties and have the following obligations, which it covenants and agrees to fulfil in a

professional and skillful manner:

**4.1 Rent:**

Lighthouse Festival Theatre shall pay to the City basic rent for the premises at a rate of ONE DOLLAR (\$1.00) per year. The parties acknowledge and agree that the City, with or without the direction of Council, may lobby Lighthouse Festival Theatre for further and other sums during the Term but Lighthouse Festival Theatre shall be under no obligation to pay any such further and other sums so lobbied during the Term.

**4.2 Reserve Fund:**

Lighthouse Festival Theatre shall pay to the City ONE DOLLAR (\$1.00) from each individual ticket sold for participation in Lighthouse Festival Theatre programming, and ONE DOLLAR (\$1.00) from each individual ticket sold for participation in programming of any third party sublease or licensee during the Term (“Capital Surcharges”); provided:

- (a) For greater clarity, the Capital Surcharge shall not apply and shall not be collected and remitted in respect of (i) any tickets sold by or through Lighthouse Festival Theatre for programming that does not occur at the Premises except for the Port Colborne Operatic Society; and (ii) any rent or fee or similar charge by Lighthouse Festival Theatre for use of the Premises by any user group or third party where tickets for participation are not sold or are not sold through Lighthouse Festival Theatre.
- (b) Lighthouse Festival Theatre shall pay to the City the Capital Surcharges on a quarterly basis and provide reasonable documentation in support of the amount payable. The parties acknowledge and agree that Lighthouse Festival Theatre may identify the Capital Surcharge separately on any receipt, invoice or bill to third parties. The City shall deposit the Capital Surcharges into a reserve fund (the “Reserve Fund”), which the City shall manage for the exclusive purpose of funding Improvements (as defined in Section 7 below) and grant applications in respect of same. The City shall provide a reasonable accounting of the Reserve Fund on a quarterly basis to Lighthouse Festival Theatre. The City covenants and agrees that as at the Commencement Date, the balance of the Reserve Fund shall be at least \$10 946.00, which includes sums paid by Lighthouse Festival Theatre to the City in respect of prior arrangements.

**4.3 High Quality Experiences and Services:**

Lighthouse Festival Theatre shall provide high quality services and programs delivered by qualified staff and volunteers; customer service will be proactive, attentive and responsive to patron needs, as evidenced by positive and professional administration; all on a commercially reasonable basis and appreciating the not-for-profit corporate status and operations of Lighthouse

Festival Theatre. Nothing in this subsection 4.3 shall qualify or minimize the discretion of Lighthouse Festival Theatre set out in Article 3 above.

**4.4 Performance Fees:**

Lighthouse Festival Theatre shall be responsible for all applicable Society of Composers, Authors and Music Publishers of Canada/Performing Arts and Licensing Fees as may be required during the Term.

**4.5 State of Repair:**

Lighthouse Festival Theatre accepts the Premises in the state in which they are found as of the Commencement Date; provided the City shall remove all of its property from the garage included in the Premises as shown in Schedule "A" except for such material, equipment and supplies as shown in Schedule "B" on or before December 1, 2020. Lighthouse Festival Theatre shall maintain the Premises in a good and reasonable state of repair consistent with at least the state of the Premises as at the Commencement Date. Lighthouse Festival shall not do, or permit to be done, anything that will tend to damage, mar or in any manner deface the Premises.

**4.6 Security:** Lighthouse Festival Theatre shall:

- a. Oversee the proper use of the Premises and ensure keys thereto are at all times under control of a duly authorized representative of Lighthouse Festival Theatre. Lighthouse Festival Theatre will have the right to enter the Premises at all times during the term of this Agreement. Entrances and exits will be locked and unlocked at such times as may be required for Lighthouse Festival Theatre's use of the Premises.
- b. Accept the security arrangements with respect to the Premises in the state in which they are found as of the Commencement Date. Any changes to the security arrangements or the Premises for the purpose of improving security, shall be done by Lighthouse Festival Theatre at its own expense, and only according to plans submitted to and approved by the City. Lighthouse Festival Theatre shall be solely responsible for any additional security that Lighthouse Festival Theatre deems necessary for the proper operation of the Premises.

**4.7 Ingress and Egress:**

Lighthouse Festival Theatre shall ensure no portions of the sidewalks, entries, passages, doorways, vestibules, halls, or ways of access to public utilities of the Premises will be obstructed. Fire exits and aisles in the Premises must be kept clear of obstructions at all times.

**4.8 Enquiries and Rentals:** Lighthouse Festival Theatre shall:

- a. coordinate scheduling of the Premises by user groups, and prepare and execute short-term rental contracts. Lighthouse Festival Theatre shall not enter into long-term contracts that are longer than thirty (30) days for the use of the Premises by a user group without the written consent of the City in its sole discretion, which consent shall not be unreasonably withheld.
- b. ensure proper use of the Premises by all user groups, including compliance with rules and regulations governing smoking and the consumption of alcohol.
- c. ensure any user groups are aware of their duty to ensure areas in their care are kept in good repair, free and clear of any debris, and remain neat and tidy.

**4.9 Licenses and Permits:**

Lighthouse Festival Theatre shall ensure all requisite licenses, permits, and/or approvals from the proper authority are obtained by Lighthouse Festival Theatre, and all user groups, where and when applicable.

**4.10 Bar Service:**

At its option, Lighthouse Festival Theatre may open and run a bar for the benefit and use of the patrons of events held at the Premises including at bar outside the Premises as provided for in subsection 1.1 above.

**4.11 Refuse Removal:**

Lighthouse Festival Theatre shall be responsible for refuse resulting from the use of the Premises.

**4.12 Information Technology:**

Lighthouse Festival Theatre provide and maintain its own IT hardware and software assets, the backup and restoration of files, email and telephone services, staff directories, virus defense, and provide internet access and online services for itself and its patrons.

**4.13 Existing Talent/Agent Contract(s):**

- a. The City represents and warrants that Schedule "C" sets out a complete list of those talent or agent contract(s) that have been issued in the name of the City for any programming or other events whatsoever at the Premises on or after the Commencement Date. Lighthouse Festival Theatre shall assume, without reservation or change, subject to the written consent of performing artist, talent agent or talent management,

all rights, duties and obligations under the contracts set out in Schedule "C".

- b. Lighthouse Festival Theatre shall have the right, at its sole discretion, to notify the talent agent(s) of any performing artist(s) for any contract identified in Schedule "C" that the City will no longer be managing the Premises at the time such event is to take place; and each performing artist and their respective talent agent or talent manager shall be provided an option to reissue the talent contract with Lighthouse Festival Theatre, or to cancel the talent contract, expressly because the City will no longer be in a position to provide professional event production as originally represented to talent agent(s).

**4.14 Furniture, Fixtures and Equipment:**

Lighthouse Festival Theatre shall supply sufficient furniture, fixtures, equipment and supplies to operate the Premises except as otherwise the express obligation of the City pursuant to this Agreement. Lighthouse Festival Theatre shall supply at its own expense, and assume sole responsibility for any additional furniture, fixtures, equipment and supplies deemed necessary for the operation of the Premises that is not already included in the inventory of equipment, supplies and material at the Premises as of the Commencement Date, as outlined in Schedule "B" attached hereto and forming part of this Agreement. Lighthouse Festival Theatre shall not be required to repair or replace any of the equipment, supplies and material set out in Schedule "B" during the Term or any extension or renewal thereof if, in the discretion of Lighthouse Festival Theatre, any such equipment, supplies and material are not necessary. In the event Lighthouse Festival Theatre replaces any equipment, supplies and material set out in Schedule B during the Term or any extension or renewal thereof, such equipment, supplies and material so replaced shall, at the option of Lighthouse Festival Theatre, become the property of Lighthouse Festival Theatre and may be removed by Lighthouse Festival Theatre during or at the end of the Term or any extension or renewal thereof.

**4.15 Equipment Maintenance:**

Attend to the normal maintenance of all equipment, which includes, but is not limited to, speakers, cables, lights, communication system, rigging, sound equipment including sound board and audio components, railings and seats, and be responsible for the cost of maintenance of said equipment.

**4.16 Advertising and Promotion, Recognition of the City:**

- a. Lighthouse Festival Theatre shall be responsible for all advertising and promotional activities related to the operation of the Premises.

- b. Lighthouse Festival Theatre shall be responsible for the design and installation of all indoor, outdoor and common area signage. Signage must receive the approval from the City prior to posting or installation, and shall be erected at the expense of Lighthouse Festival Theater. Any unauthorized signage will be removed with the cost of removal charged to Lighthouse Festival Theatre.
- c. Lighthouse Festival Theatre shall recognize the financial and non-financial support of the City (e.g., in providing the parking, utilities, snow removal and landscaping to Lighthouse Festival Theater at no additional cost) in its advertising and promotional activities at such times, places and in such manner as Lighthouse Festival Theatre shall determine, in its discretion and in accordance with its policies and procedures.
- d. Clear and permanent recognition of the City will be reasonably displayed at the Premises in accordance with the policies and procedures of both the City and Lighthouse Festival Theatre and as the City and Lighthouse Festival Theatre may agree, acting reasonably.

**4.17 Rates and Fees:** Lighthouse Festival Theatre shall

- a. Collect fees from the user groups contracted to use the Premises, and ensure that user groups are informed of any future annual increase in user group fees in advance of entering into a rental contract.
- b. Be solely responsible for the proper taking, handling, control, safe keeping, and accounting of all payments, regardless of method.
- d. Ensure that rates and fees for services are fair and competitive to encourage participation of the community. Provided the City acknowledges and accepts that during the anticipated Lighthouse Festival Theatre season and preparation thereof, being the months of May through to October, Lighthouse Festival Theatre's own programming shall have paramouncy; and nothing in this section 4.17 shall qualify or minimize the discretion of Lighthouse Festival Theatre set out in Article 3 above.

**4.18 City Use of Premises:**

Lighthouse Festival Theatre shall provide free use of the Premises to the City for civic functions upon reasonable notice; provided such use shall not be during the anticipated Lighthouse Festival Theatre season and preparation thereof, being the months of May through to October, inclusive, unless Lighthouse Festival Theatre otherwise agrees.



#### **4.19 Sponsorship, Donations, Fundraising and Grants:**

**a. Pursuit of Support:**

In accordance with their respective policies and procedures, the City and Lighthouse Festival Theatre may, from time to time and as they agree, cooperate to undertake sponsorship, donation, fundraising, and grant application activities in support of operations and capital or other Improvements at the Premises; provided Lighthouse Festival Theatre may undertake its own sponsorship, donation, fundraising, and grant application activities in respect of its use and occupancy of the Premises without consultation of the City, provided such activities do not relate to obligations of the City pursuant to this Agreement.

**b. In-Kind Contributions:**

Acknowledge that the City is providing an in-kind contribution by providing to it the following services at no additional cost:

- i. Non-exclusive access to parking facilities;
- ii. Utilities;
- iii. Snow removal;
- iv. Landscaping and ground maintenance.

#### **4.20 Reporting:**

- a. Lighthouse Festival Theatre shall prepare and submit an annual report to the City's Manager of Parks and Recreation outlining activities at the Premises including types of programming, listing of all user groups (name of each organization), dates of usage, the total number of days the Premises was utilized by each user group, as well as attendance numbers and event schedules for each;
- b. Annually provide the City's Treasurer, via the Manager of Parks and Recreation, with semi-annual reports regarding rental activity, fees collected, profit and loss statements for the period of January 1 to June 30 (submitted by July 30) of every year, and for the period of July 1 to December 31 (submitted by January 30) of every year. Year-end financial statements (including a detailed accounting of all revenues and expenses) prepared for Lighthouse Festival Theatre shall be submitted to the City by November 30, annually. Lighthouse Festival Theatre shall allow the City access to examine financial records pertaining to the management activities of the Premises, upon request.
- c. Lighthouse Festival Theatre shall be available, annually, to make a presentation outlining financial performance, program delivery and quality satisfaction to the City's Council.

**4.21 Compliance with Laws:**

Adhere to all federal, provincial or municipal legislation, regulations, by-laws or orders of all governmental authorities or court having jurisdiction. This includes compliance with applicable City policies, all laws, by-laws, ordinances, regulations and directives of any public authority having jurisdiction affecting the Premises or the Lighthouse Festival Theatre's use and occupation thereof including, without limitation, police, fire and health regulations, and save and except as same may be the obligations of the City as outlined herein. Lighthouse Festival Theatre shall not: do or suffer any waste or damage, disfiguration or injury to the Premises; permit any overloading of any part of the Premises; use or permit to be used any part of the Premises for any illegal or unlawful purpose.

**4.22 Liens and Encumbrances:**

Not do anything to cause a construction lien or other encumbrance to be registered on title to the Premises or any parts thereto.

**5. Covenants of the City:**

During the Term, the City shall covenant and agree to be responsible for:

**5.1 Assignment of Responsibility:**

Assign responsibility and authority for the overall scheduling and operating of the Premises to Lighthouse Festival Theatre to be carried out in accordance with this Agreement. With respect to the contracts identified in Schedule "C", shall assign and direct any future payments to Lighthouse Festival Theatre; and any fee, ticket sales or other payments already received by the City in respect of any contract set out in Schedule "C" shall be forthwith paid over, in full, to Lighthouse Festival Theatre and the City shall provide a full accounting to Lighthouse Festival Theatre in respect of those Schedule "C" contracts.

**5.2 Recognition Fee:**

Recognize that regular and well use, management and occupation of the Premises may have direct and indirect benefits to the City of Port Colborne, specifically, cultural and economic development benefits. Therefore, in recognition of the these potential contributions towards the cultural and economic development in the City of Port Colborne through its use and occupancy of the Premises, the City shall pay to Lighthouse Festival Theatre a total amount of TWENTY FIVE THOUSAND DOLLARS (\$25,000.00) per year of the Lease, or additional amount(s) as may be approved by the City's Council. The parties acknowledge and agree that Lighthouse Festival Theatre may lobby the City and its Council for further and other sums during the Term. Notwithstanding the above, Lighthouse Festival Theatre acknowledges and agrees that it is responsible to fully fund the cost of its own operations at the Premises except as otherwise expressly provided herein.

**5.3 Taxes:**

Be responsible for realty taxes allocated to the Premises.

**5.4 Ingress and Egress:**The City shall ensure no portions of the sidewalks, entries, passages, doorways or ways of access to the Premises from the outside will be obstructed.

**5.5 Parking:**

- a. The City shall provide non-exclusive use of the parking facilities associated with Roselawn Centre for Lighthouse Festival Theatre, its employees, agents, contractors, licencees, subleases, invitees and guests. Lighthouse Festival Theatre shall have such use of the parking facilities at no additional cost, fee or expense.
- b. The City shall not be responsible for any loss or damage to persons or property, however caused, during the course of Lighthouse Festival Theatre's use of the parking facilities. Illegally parked vehicles may be tagged and/or towed at the owner's expense.
- c. Lighthouse Festival Theatre may, at its discretion and at its own expense, employ parking attendants to monitor and oversee use of the parking facilities during its operations at the Premises.

**5.6 Heating and Cooling:**

The City shall maintain a comfortable level of heating and air conditioning for the Premises; and the City acknowledges and agrees that same is material to operations at the Premises. The City shall ensure that Lighthouse Festival Theatre shall have access to thermostats controlling heating and air conditioning at the Premises.

**5.7 Utilities:**

The City shall be responsible for all water, gas, electricity and other utilities used in respect of the Premises.

**5.8 Winter Control:**

The City shall be responsible for snow and ice removal from the parking lot and sidewalks and other access facilities serving the Premises, in accordance with regulatory minimum maintenance standards and the policies and procedures of the City.

**5.9 Routine Repairs and Maintenance:** The City shall

- a. be responsible for any repairs and replacement to theatre seating and to any carpeting and painting to those parts of the Premises that would be reasonably accessible to the public during public performances of

any live performances, to a standard and in a timeframe similar to that provided for other City facilities.

- b. be responsible for any and all repairs and replacements to any and all HVAC and utility systems servicing the Premises, in whole or in part, and those parts of Roselawn Centre that may reasonably affect the Premises or the Lighthouse Festival Theatre's operations therein, to a standard similar to that provided for other City facilities; provided the City understands and agrees that prompt repair and replacement to all HVAC and utility systems is material to the success of operations at the Premises, which include live theatre performances and related programming, and may require attention earlier than would be expected of other City facilities.
- e. be responsible for any and all structural repairs and replacements to the Premises and those parts of Roselawn Centre that may reasonably affect the Premises or the Lighthouse Festival Theatre's operations therein including, without limitation, the cost of replacement of the roof or any component thereof, to a standard similar to that provided for other City facilities.
- f. be responsible for maintenance, repairs and replacements any exterior part of the Premises or Roselawn Centre or lands on which same are situated including, without limitation, landscaping and yard maintenance, to a standard similar to that provided for other City facilities.

#### **5.10 Capital Repairs and Maintenance:**

The City shall be responsible for any and all capital repairs and replacement to the parking lot, driveway, accessibility infrastructure and other access facilities associated with the Premises or those parts of Roselawn Centre that may reasonably affect the Premises or the Lighthouse Festival Theatre's operations therein, to a standard similar to that provided for other City facilities.

#### **5.11 Repairs and Maintenance – Scheduling:**

- a. As the sole owner of Roselawn Centre, the City shall at all times have the right of access to the Premises for maintenance and repair purposes.
- b. Notwithstanding the above, the City shall take reasonable precautions and attempt to schedule any work related to its responsibilities or to such other parts of Roselawn Centre that may reasonably affect Lighthouse Festival Theatre's operations so as not to unreasonably interfere with the Lighthouse Festival Theatre's operations or those its

licenceses or subleases or user groups and to minimize interference with the Lighthouse Festival Theatre's use and enjoyment of the Premises. Save and except in the case of emergencies, the City shall provide at least three (3) days' notice prior to carrying out any such work related to its responsibilities or to such other parts of Roselawn Centre that may reasonably affect the Lighthouse Festival Theatre's operations (including, without limitation, making repairs, alterations or improvements to the Premises or those parts of Roselawn Centre) and any such work shall not be conducted and the City shall not have access to the Premises during hours in which live performances are being conducted at the Premises. Exceptional circumstances such as those related to health and safety, security, building and equipment failure shall override the notice period.

**5.12 Repairs and Maintenance – Requests:**

The City shall respond to the normal maintenance of the Premises as may be requested by Lighthouse Festival Theatre, in writing, addressed to the attention of the Manager of Parks and Recreation. From time to time, the City may appoint a person or persons as the primary representative of the City for such maintenance and repair requests by Lighthouse Festival Theatre. The City acknowledges and agrees that certain maintenance and repair requests may require prompt attention and resolution by the City given the nature of operations at the Premise.

**5.13 Prohibited Access:**

Where possible, the City shall prohibit access to the Premises from other interior parts of Roselawn Centre, except as may be required under the *Fire Code*.

**6. Cooperation Between Parties:**

The following outline areas of cooperation and coordination between the City and Lighthouse Festival Theatre:

- a. To promote arts and culture opportunities to generate positive local economic activity through the provision of programs and services to meet the needs of the community and visitors.
- b. To be mutually supportive of one another in the application for provincial and federal grants.
- c. To be mutually supportive of one another in fundraising initiatives including being sensitive to avoid overlap of campaigns.
- d. To co-operate in an extent that is reasonably possible in areas of staff expertise, equipment maintenance, and facility development to reduce direct operating costs, where possible.

- e. To work together in booking their respective spaces in Roselawn Centre to ensure that activities in one space do not negatively impact the other's operations; provided the City acknowledges and accepts the anticipated Lighthouse Festival Theatre season and preparation thereof, being the months of May through to October, has paramouncy. The City shall forthwith appoint a person as the primary representative of the City with whom Lighthouse Festival Theatre shall communicate in respect of bookings.

**7. Improvements to the Premises:**

**7.1 Improvements Defined:**

In this Section, "Improvements" means all fixtures, improvements, installations, alterations and additions from time to time made, erected or installed on or in the Premises including doors, hardware, partitions and carpeting but excluding trade fixtures and furniture and equipment not in the nature of fixtures and painting.

**7.2 Improvements - Consent:**

Lighthouse Festival Theatre will not make in or on the Premises any Improvements without first obtaining the City's consent, which shall not be unreasonably withheld, but such consent may require the submission of drawings and specifications to the City, unless any such Improvements:

- a. does not relate to any of the City's obligations in Section 5 above;
- b. does not affect any historical designation in respect of Roselawn Centre;
- c. is not reasonably expected to affect the structural integrity of Roselawn Centre; and
- d. does not exceed, inclusive of labour but exclusive of any sales tax, the sum of [\$10,000.00].

**7.3 Improvements - Funding:**

Improvements that require the City's consent and for which consent is obtained, shall be paid, in part, from the Reserve Fund up to a maximum of [fifty per cent (50%) of the Reserve Fund] (the "Reserve Contribution") in each year of the Term unless the City and Lighthouse Festival Theatre otherwise agree; and provided the Reserve Contribution shall be cumulative and any unused portion(s) from one year shall carry forward to the next year(s) of the Term.

**7.4 Improvements – Recommended:**

Lighthouse Festival Theatre may recommend capital equipment and capital improvements to the City from time to time and the City may consider same as part of its budget approval process but the City is under no obligation to contribute to such capital equipment and improvements save and except as same may already be the express obligation of the City pursuant to this Agreement.

**8. Smoking Prohibited:**

Roselawn Centre is designated as a non-smoking facility by the City of Port Colborne and the Niagara Region. Smoking (including vaping, e-cigarettes, and cannabis) is therefore prohibited in and around the Premises. Under this Agreement, Lighthouse Festival Theatre is responsible for strictly enforcing smoking regulations. Failure on the part of Lighthouse Festival Theatre to enforce these regulations with any of its patrons, staff, volunteers and/or personnel will constitute a breach of this Agreement.

**9. Indemnification:**

- a. Lighthouse Festival Theatre shall defend, indemnify and save harmless the City, its elected officials, officers, employees and agents from and against any and all claims of any nature, actions, causes of action, losses, expenses, fines, costs (including legal costs on a substantial indemnity basis), interest or damages of every nature and kind whatsoever (excluding loss of revenue), including but not limited to bodily injury, sickness, disease or death or to damage to or destruction of tangible property including incurred expense resulting from disruption of service, to the extent of and arising out of or attributable to the negligence, acts, errors, omissions, misfeasance, nonfeasance, fraud or willful misconduct of Lighthouse Festival Theatre, its directors, officers, employees, agents, contractors and subcontractors, or any of them, in connection with or in any way related to the delivery or performance of this Agreement. This indemnity shall be in addition to, and not in lieu of, any insurance to be provided by Lighthouse Festival Theatre in accordance with this Agreement, and shall survive this Agreement.
- b. Lighthouse Festival Theatre agrees to defend, indemnify and save harmless the City from and against any and all claims of any nature, actions, causes of action, losses, expenses, fines, costs (including legal costs on a substantial indemnity basis), interest or damages of every nature and kind whatsoever to the extent of and arising out of or related to Lighthouse Festival Theatre's status with WSIB. This indemnity shall be in addition to and not in lieu of any proof of WSIB status and compliance to be provided by Lighthouse Festival Theatre in accordance with this Agreement, and shall survive this Agreement.
- c. The City shall defend, indemnify and save harmless Lighthouse Festival Theatre, its officers, employees and agents from and against any and all claims of any nature, actions, causes of action, losses, expenses, fines, costs (including legal costs on a substantial indemnity basis), interest or damages of

every nature and kind whatsoever, including but not limited to bodily injury, sickness, disease or death or to damage to or destruction of tangible property including incurred expense resulting from disruption of service, to the extent of and arising out of or attributable to the negligence, acts, errors, omissions, misfeasance, nonfeasance, fraud or willful misconduct of the City, its elected officials, officers, employees, agents, contractors and subcontractors, or any of them, in connection with or in any way related to: (i) the use of the rest of the Roselawn Centre by the City or those permitted by the City; (ii) the use of the Premises by the City pursuant to section 4.18; (iii) any breach of the City's obligations under this Agreement. This indemnity shall be in addition to, and not in lieu of, any insurance of the City, and shall survive this Agreement.

## **10. Insurance:**

### **10.1 Insurance Held by the City:**

The City shall carry appropriate property insurance coverage for Roselawn Centre, including the Premises.

### **10.2 Insurance Held by Lighthouse Festival Theatre:**

Lighthouse Festival Theatre shall obtain and maintain in full force and effect, general liability insurance issued by an insurance company authorized by law to carry on business in the Province of Ontario for the following coverages:

- a. Commercial General Liability providing for, without limitation, coverage for personal injury including sexual abuse and harassment, public liability and property damage, data liability insurance, and non-owned automobile liability. Such policy shall:
  - i. have inclusive limits of not less than TEN MILLION DOLLARS (\$10,000,000.00) for death, injury, loss or damage resulting from any one occurrence;
  - ii. contain a cross-liability clause endorsement and severability of interests clause of standard wording;
  - iii. name the City as an additional insured with respect to any claim arising out of the obligations under this Agreement; and
  - iv. be endorsed to provide that the policy shall not be cancelled or allowed to lapse without thirty (30) days' prior written notice to the parties.
- b. Obtain and maintain in full force and effect all risks property insurance in an amount of at least one hundred percent (100%) of the full (new) replacement cost, insuring:



- i. All property owned by Lighthouse Festival Theatre, or for which Lighthouse Festival Theatre is legally liable, or installed by or on behalf of Lighthouse Festival Theatre, and located within the Premises including, but not limited to, equipment, fixtures, fittings installations, alterations, additions, partitions, and all other leasehold improvements, and;
  - ii. Lighthouse Festival Theatre's inventory, furniture and movable equipment.
- c. Lighthouse Festival Theatre will promptly furnish to the City certificates of insurance duly executed by Lighthouse Festival Theatre's insurance brokers evidencing that the required insurance is in force, upon signing of this Agreement and on each and every renewal date of said policy.
  - d. The City reserves the right to amend the required insurance coverages and limits as may be reasonable in the circumstances.
  - e. Lighthouse Festival Theatre shall immediately notify the City of any occurrences or any event which could reasonably be expected to expose the City or Lighthouse Festival Theatre to material liability of any kind, whether under this Agreement or otherwise.
  - f. The provisions of this section shall survive the expiration or termination of this Agreement.

**11. Objectionable People:**

**a. Ejection from the Premises:**

The City reserves the right to eject or cause to be ejected from the Premises any objectionable person or persons. Neither the City nor any of its officers, agents or employees shall be liable for any damages that may be sustained by Lighthouse Festival Theatre through the City's exercise of such right.

**b. Objectionable Persons Defined:**

The term "objectionable persons" shall include but is not limited to those persons who by virtue of disorderly conduct, intoxication, disruptive behaviour, violation of building policy, municipal, provincial or federal law, make the proper conduct of business, or an event, or the enjoyment by others of the event, difficult or impossible.

**12. Right to Extend:**

Provided that the tenant is Lighthouse Festival Theatre and is not in default, then, upon delivery of written notice exercising this right given to the City not more than eighteen (18) months and not less than nine (9) months before the expiration of

the Term, Lighthouse Festival Theatre shall have the right to extend the Term of this Agreement for the whole of the Premises at the expiration of the Term for a period of five (5) years (the "Extended Term") and the Extended Term shall be on the same terms and conditions as the Term with no further right to extend the Term.

### **13. Termination:**

#### **13.1 Termination by the City:**

In the event there is a material default by Lighthouse Festival Theatre in its performance of any of the terms of this agreement, the City shall provide Lighthouse Festival Theatre with written notice of such default. Lighthouse Festival Theatre shall have twenty (20) business days from the delivery of the notice to cure the default to the satisfaction of the City or, if the default cannot be reasonable cured within twenty (20) business days, to demonstrate reasonable steps to cure as soon as practically possible, failing which the City may immediately terminate this agreement and all amounts due and owing by either party to the other shall be satisfied by the parties within thirty (30) days of the effective date of the termination.

#### **13.2 Immediate Termination by the City:**

Despite any other provision in this Agreement, the City may immediately terminate this Agreement in any of the following circumstances, and in so doing, the City shall not be liable for losses incurred by Lighthouse Festival Theatre:

- a. Lighthouse Festival Theatre becomes bankrupt, becomes insolvent, makes a proposal, assignment or arrangement with its creditors, makes an assignment in bankruptcy, a receiver is appointed to manage Lighthouse Festival Theatre or any steps are taken for the dissolution, winding up or other termination of Lighthouse Festival Theatre's existence;
- b. Lighthouse Festival Theatre is the subject of any claims or causes of action or criminal investigation relating to fraud or mismanagement of Lighthouse Festival Theatre; or
- c. The Premises is declared uninhabitable for reasons of safety by the proper authority.

#### **13.3 Remedies for Default:**

- a. In the event there is a material default by a party (the "defaulting party") in its performance of any of the terms of this Agreement and the

material default is continuing without cure or, as applicable, without reasonable steps taken by the defaulting party to cure the default as soon as practically possible by the defaulting party after twenty (20) business days written notice from the other party (the "enforcing party"), the enforcing party shall have the right, in addition to any other right or remedy available at law or in this agreement, to:

- i. bring any proceedings in the nature of specific performance, injunction or other equitable remedy, it being acknowledged by each of the parties hereto that damages at law may be an inadequate remedy for a default or breach of this agreement; and/or
  - ii. remedy the default and be entitled upon demand to be reimbursed by the defaulting party (and to bring any legal proceedings for the recovery thereof) for any monies expended to remedy any such default and any other expenses (including legal fees on a solicitor and client basis) incurred by the enforcing party; and/or
  - iii. bring any action at law as may be permitted in order to recover damages.
- b. The rights available to the parties under this Agreement shall be deemed to be separate and not dependent on each other and no such exercise shall exhaust the rights or preclude the enforcing party from exercising any one or more such rights or combination thereof from time to time thereafter or simultaneously.

#### **13.4 Enforcement of Agreement:**

A party (the "defaulting party") shall pay all damages, losses and expenses, and costs (on a solicitor and client basis) incurred by the other party (the "enforcing party") in enforcing the terms, covenants and conditions of the defaulting party in this Agreement by reason of any intentional or negligent act or omission of the defaulting party, its employees, agents, volunteers, contractors, subcontractors in executing the defaulting party's covenants and obligations in this Agreement.

#### **13.5 Dispute Resolution**

- (a) A party claiming that a dispute has arise with respect to the interpretation or operation of any part of this Agreement may give written notice to the other party specifying the nature of the dispute, the relief sought and the basis of the relief sought.
- (b) Within twenty (20) business days of the receipt of the notice specified in this section 13.5 or, if the dispute relates to a claim of material default, in section 13.1, by the other party, two (2) representatives from Lighthouse

Festival Theatre and two (2) representatives from the City shall meet and use their best efforts and good faith to seek a resolution of the dispute.

- (c) In the event the dispute is not resolved by the representatives of the parties within twenty (20) business days from the date of delivery of the notice in either section 13.5(a) or 13.1, as the case may be, then either party may refer the dispute to arbitration in accordance with the *Arbitration Act* (Ontario). The party desiring arbitration shall serve a notice referring the dispute to arbitration on the other party. If the parties cannot agree upon an arbitrator within five (5) business days after notice referring the dispute to arbitration has been received, then an arbitrator shall be appointed pursuant to the provisions of the *Arbitration Act* (Ontario). The parties agree that the arbitrator's decisions shall be final and binding and may include cost awards against either party.

**13.6 Termination by Lighthouse Festival Theatre:**

Lighthouse Festival Theatre may terminate any part or all of this Agreement for any reason whatsoever upon providing SIX (6) MONTHS' written notice to the City. In the event of such termination, the parties shall conduct a full accounting of all amounts due and owing to and by each of the parties hereto for such service and such accounts shall be satisfied by the parties hereto within thirty (30) days of the effective date of termination of this Agreement or part thereof.

**13.7 Uncontrollable Circumstances:**

Neither party shall be liable for breach, default or delay in performance of any of its obligations under this Agreement (except an obligation to make payment when due) in the event such party is rendered unable, wholly, or in part, to carry out its respective obligations as a result of an uncontrollable circumstance (referred to herein as an "Uncontrollable Circumstance"). Such party shall be excused from performance only during the period and to the extent that the affected party, acting with all due diligence and dispatch, is prevented from performing by the Uncontrollable Circumstance.

**13.8 Other Termination by the City:** The City may terminate this Agreement for any reason whatsoever upon written notice provided: (1) such written notice is given between January 1 and May 1 in any year of the Term and (2) the effective date for such termination is not earlier than November 1 in the year following the year of the Term in which written notice of termination is given. For example only: if the City gives notice of termination on March 1, 2022, the effective date of termination must be no earlier than November 1, 2023. In the event of any termination pursuant this section 13.6, the City shall assume any and all short term licences or subleases of the Premises (or parts thereof) to third parties without change or amendment whatsoever in respect of any period following termination; and the parties shall conduct a full accounting of all amounts due and owing to and by each of the parties

hereto and such accounts shall be satisfied by the parties within thirty (30) days of the effective date of termination of this Agreement.

**14. State of Repair:**

Lighthouse Festival Theatre agrees to leave the Premises undamaged and in a good state of repair and tidy condition, with all refuse gathered and all equipment, supplies and materials under its ownership removed from the building upon termination of this Agreement. At the end of Term, including the exercise of a Renewal or Termination, all capital improvements shall become the property of the City.

**15. Lighthouse Festival Theatre as an Independent Contractor:**

The parties hereto agree that the Lighthouse Festival Theatre is an independent contractor providing the aforesaid services to the City pursuant to this Agreement, and accordingly all rights and responsibility for the training, instruction, management and control of employees of Lighthouse Festival Theatre shall at all times remain with Lighthouse Festival Theatre. Lighthouse Festival Theatre shall be treated as independent of the City, and shall be responsible at all times, including following termination of this Agreement, for all costs associated with its employees, including wages and salaries, benefits, and unemployment compensation, any associated tax liabilities.

**16. Assignment, Subleases:**

The provisions of this Agreement shall not be assignable by either party (except as provided herein), and no rights hereunder shall enure to the benefit of any assignee or successor of Lighthouse Festival Theatre, without the City's consent; provided that Lighthouse Festival Theatre shall be permitted, without consent of the City, to sublease or licence all or part of the Premises during the Term and for less than the full Term to any third party for the purposes of that third party carrying out live performances and related activities within the Premises; provided Lighthouse Festival Theatre shall remain liable for all its obligations under this Agreement or the Lease during any and all such subleases or licences.

**17. Amendments:**

The parties agree that if an amendment to any clause of this Agreement is required and the parties are agreeable to it, the amendment shall be made by a written amending Agreement to be executed by all parties. The parties agree to negotiate reasonably and in good faith in the amendment of any clause.

**18. Notice:**

**a. Method of Notice:**

Any notice which may be or is required to be given under this Agreement shall be sufficiently given if mailed in Canada, registered and postage prepaid, delivered by prepaid courier or sent by facsimile or other electronic means as provided below:

**THE CITY**

The Corporation of the City of Port Colborne  
66 Charlotte Street  
Port Colborne, Ontario L3K 3C8  
Attention: Manager of Parks and Recreation

**LIGHTHOUSE FESTIVAL THEATRE**

P.O. Box 1208  
247 Main Street  
Port Dover, Ontario N0A 1N0  
Attention: Executive Director

**b. Deemed Receipt:**

Notice shall be deemed to have been received on the date of delivery if such date is a business day (a "business day" being a day that the City's municipal offices at 66 Charlotte Street, Port Colborne are open to the public for business) and delivery is made prior to 4:00 p.m. local time, and otherwise on the next day that is a business day.

**c. Days Defined:**

For the purposes of this Agreement, the term "days" shall not include Saturdays, Sundays, or paid holidays.

**19. Schedule:**

The following Schedules, attached hereto, forms part of and are incorporated into this Agreement:

Schedule "A" – Depiction of the Premises

Schedule "B" – Inventory of Equipment and Supplies

Schedule "C" – Assumed Contracts

**20. Binding:**

This Agreement shall enure and be binding upon the parties hereto, their respective successors and assigns. This Agreement, including the Schedules hereto, supersedes any and all other agreements, whether oral or in writing, between the parties hereto, and subject to any agreement relating to specified services entered into pursuant to this Agreement, contains all of the covenants and agreements between the parties. Each party to this Agreement acknowledges that no representations, inducements, promises or agreements, oral or otherwise, have been made by any party or anyone acting on behalf of any party, which are not embodied herein and that no other agreement, statement, or promise not contained in this Agreement shall be valid or binding.

**21. Severability:**

If any term, covenant or condition of this Letter or the application thereof to any person or circumstances is to any extent rendered invalid, unenforceable or illegal, the remainder of this Letter or the applicable term, covenant and condition to persons or circumstances other than those with respect to which it is held invalid, unenforceable or illegal is not affected thereby and continues to be applicable and enforceable.

**22. Freedom of Information and Protection of Privacy:**

The parties hereto acknowledge that the provisions of this Agreement and all matters relating thereto may be subject to the disclosure provisions of the *Municipal Freedom of Information and Protection of Privacy Act*.

**IN WITNESS WHEREOF** the parties have affixed their corporate seals attested to by their respective authorized signing officers effective this \_\_\_\_ day of \_\_\_\_\_, 2019.

**THE CORPORATION OF THE CITY OF PORT COLBORNE**

Per: \_\_\_\_\_  
Name: William C. Steele  
Title: Mayor

Per: \_\_\_\_\_  
Name: Amber LaPointe  
Title: City Clerk

I/We have authority to bind the Corporation

**LIGHTHOUSE FESTIVAL THEATRE CORPORATION**

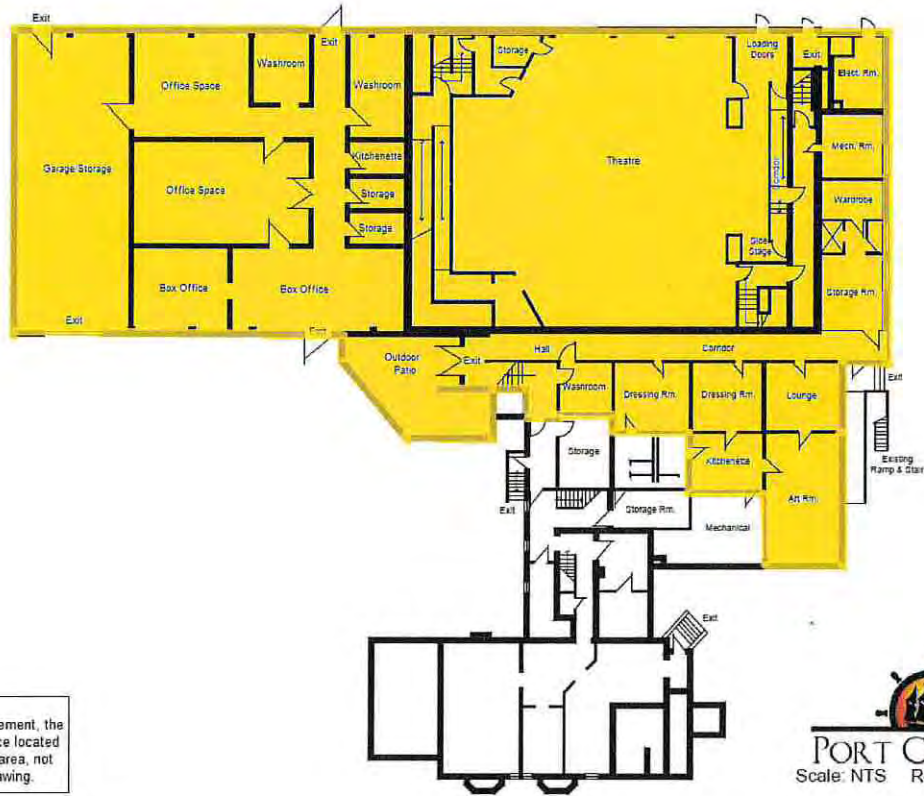
Per: \_\_\_\_\_  
Name:  
Title:

Per: \_\_\_\_\_  
Name:  
Title:

I/We have authority to bind the Corporation

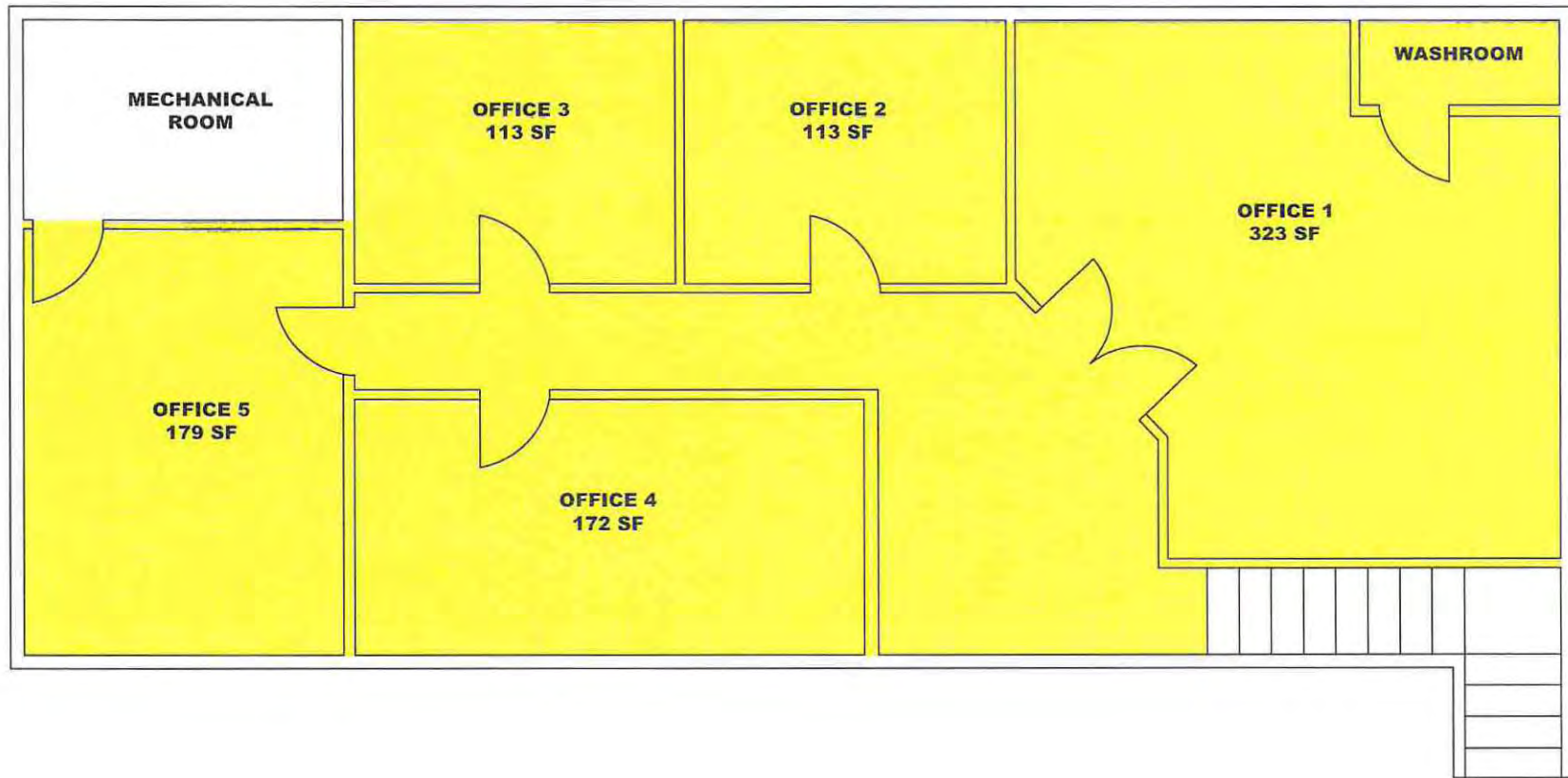


**Schedule "A"**  
**Agreement Between The City of Port Colborne and Lighthouse Festival Theatre**  
**Depiction of the Premises**



**Note:**  
For the purposes of this Agreement, the Premises includes office space located directly above the Box Office area, not otherwise depicted on this drawing.





**THE CITY OF PORT COLBORNE  
ROSELAWN SECOND FLOOR OFFICES**

DATE	2020-03-02
SCALE	HOR: NTS
REF. No.	
DWG No.	D-01

DRAWING FILE: C:\Users\pilon\Documents\Floor Plans\Roselawn Floor 2.dwg PLOTTED: Mar 02, 2020 - 11:09am PLOTTED BY: pilon

## Schedule "B"

### Agreement Between The City of Port Colborne and Lighthouse Festival Theatre

#### Inventory of Equipment and Supplies

##### **City Owned Equipment and Supplies:**

Sufficient equipment is included with the Premises to enable a functioning theatre and related services for entertainment and the performing arts. The equipment varies in value, age and quality.

##### **Sound Equipment:**

Loudspeakers providing complete coverage of the seating area rigged and connected to amplifiers of appropriate power and load handling ability. A mixing console with input channels and appropriate equalization, and patching facilities. Microphone and speaker circuitry from the stage to booth. Stage monitor system including amplifiers and speakers that can be connected to booth equipment, including:

1. MIXER Mackie [Model-#SR24-4]
2. EQUALIZER Yamaha Graphic Equalizer [Model #2031A]
3. COMPOSER Behringer Audio Interactive Dynamics Processor [Model #MDX2100]
4. CD PLAYER Pioneer 25 Disc Programmable Changer [Model #PD-F505]
5. DVD/CD PLAYER Panasonic [Model #DVD-27]
6. CASSETTE DECK Pioneer Stereo Double Cassette Deck [Model #CT-W205R]
7. AMPLIFIERS HOUSE (2) Crest Audio 450 watt/ 4 ohms per channel [Model #Vs900]
8. MONITORS (1) Yorkville 150 watt/4 ohms per channel [Model #SR-300]
9. SPEAKERS HOUSE (4) Yamaha [Model #S112111EH] Noise 100 watt Program 200 watt Maximum 400 watt 8 ohms
10. MONITORS (2) Electro Voice [Model #FM-12C] 12" 8 ohms 200 watt
11. MICROPHONES (2) Shure SM 58
12. COMMUNICATION / INTERCOM Portable Main Station (1) [Model #PS 22]
13. Belt-packs (2) [Model # RS 501]
14. Headsets (2) [Model # CC 40]
15. Remote Speaker Station (1) [Model # KB 111A] with Handset [Model #HS 6]

##### **Lighting Equipment:**

Control console (light board), dimmers and 55 lighting instruments. Permanently installed circuitry is operational and met electrical codes at the date of installation. Instruments are lamped and operational.

##### **Stage Equipment:**

Soft goods include a main velour curtain, 2 black velour borders, 2 pair black legs. Rigging system as installed, with all line sets in safe working order.

1. LADDERS : (2) small, (1) medium, (1) large
2. GENIE LIFT

**Theatre Seating:**

The theatre comes equipped with seating to accommodate up to 267 patrons using floor seating, and up to 16 patrons using balcony seating.

**Garage – Tools and Equipment:**

1. VARIOUS RISERS, FLATS AND SET PIECES
2. BUILDING MATERIALS (plywood, 2 x 4s)
3. 20' x 20' PORTABLE STAGE, with legs, clamps, clips and safety rails  
(NOTE: the City will continue to be utilize the stage for the purpose of facilitating for City and third party events)
4. TOOLS: 1 chop saw, 1 table saw, various hand tools, various power tools
5. EXTENSION LADDER
6. PIPES (various sizes)
7. PAINT AND PAINTING SUPPLIES
8. STORAGE UNIT (currently housing paint and supplies)
9. MISCELLANEOUS HARDWARE

**Additional Equipment (Contributed by Lighthouse Festival Theatre):**

The Premises is furnished with the following equipment and supplies, as contributed by Lighthouse Festival Theatre:

**Sound Equipment:**

1. MIXER - Behringer x - 32 Compact
2. AMPLIFIER - Bose Power
3. CHANNELS (4)
4. SPEAKERS – (4) Bose Monitors

**Communication Equipment:**

1. Belt Packs (4)
2. Headsets (6)

**Lighting Equipment (Instruments):**

1. STRAND (8) [6 x 9]
2. STRAND (3) [6 x 12]
3. COLORADO ZOOM LEDs (6)
4. COLORTAN LEKOS(10)

**Masking:**

1. BLACK LEGS (3)
2. BLACK BORDER (1)

**Schedule "C"**  
**Agreement Between The City of Port Colborne and Lighthouse Festival Theatre**

**Assumed Contracts**

**Bill Culp Productions**

Neil Young Show – July 25, 2020 (To be confirmed)

Roy Orbison Show- October 4, 2020

The Eagles Show- November 14, 2020

Johnny Cash Show- December 13, 2020

**Toronto All Star Big Band**

August 1, 2020

November 29, 2020

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**Roselawn Centre  
Statement of Operations  
Run Date: 18-Nov-2019**

	2019 Actuals	2019 Annual Budget	December 2020 YTD Actuals	2020 Annual Budget	Dollar Variance \$	Percentage Variance %
<b>0 General</b>						
645 Roselawn Centre						
63400 Fees, Service Chg & Donations						
0-645-63400-2426 CAPTIAL CONTRIBUTION TCK SALE	-10,946.00	-10,000.00				#DIV/0!
0-645-63400-2572 AUDITORIUM RENTAL	-11,837.19	-16,000.00				#DIV/0!
0-645-63400-2668 ROOM RENTALS	-3,159.50	-6,000.00				#DIV/0!
<b>Total 63400 Fees, Service Chg &amp; Donations</b>	<b>-25,942.69</b>	<b>-32,000.00</b>				<b>#DIV/0!</b>
63500 Other Revenue						
0-645-63500-2420 LEASE INCOME	-29,995.00	-25,000.00				#DIV/0!
0-645-63500-2531 OFFICE/STORAGE RENT	-2,200.00	-5,000.00				#DIV/0!
0-645-63500-2553 OTHER REVENUE	-3,213.50	-4,000.00				#DIV/0!
0-645-63500-2564 BAR REVENUE	-5,802.65	-10,000.00				#DIV/0!
0-645-63500-2613 COMMISSIONS REVENUE	-5,727.00	-10,300.00				#DIV/0!
0-645-63500-2664 FOOD SALES	-1,474.45	-12,000.00				#DIV/0!
0-645-63500-2719 RECHARGE FEES	-4,299.50	-2,000.00				#DIV/0!
0-645-63500-2964 GRATUITY REVENUE	-195.59	-2,000.00				#DIV/0!
0-645-63500-9990 REVENUE CLEARING	-24,973.88					#DIV/0!
<b>Total 63500 Other Revenue</b>	<b>-77,881.57</b>	<b>-70,300.00</b>				<b>#DIV/0!</b>
75150 Roselawn						
0-645-75150-3101 SALARIES & WAGES - REGULAR	44,708.47	56,314.00				#DIV/0!
0-645-75150-3102 SALARIES & WAGES PART-TIME	58,793.53	38,393.00				#DIV/0!
0-645-75150-3103 DISTRIBUTED SALARIES & WAGES		6,437.00				#DIV/0!
0-645-75150-3104 OVERTIME	1,135.06					#DIV/0!
0-645-75150-3105 ROSELAWN SHIFT PREMIUM	71.55					#DIV/0!
0-645-75150-3106 IN LIEU	3,563.34					#DIV/0!
0-645-75150-3110 VACATION PAY	3,412.06					#DIV/0!
0-645-75150-3111 STATUTORY HOLIDAYS	4,530.77					#DIV/0!
0-645-75150-3112 SICK LEAVE	893.68					#DIV/0!
0-645-75150-3120 ACCRUED SALARIES & WAGES	-1,581.03					#DIV/0!
0-645-75150-3135 EMPLOYEE BENEFITS	28,557.65	25,779.00				#DIV/0!
0-645-75150-3136 DISTRIBUTED EMPLOYEE BENEFITS		2,682.00				#DIV/0!
0-645-75150-3201 HYDRO	8,679.07	15,000.00				#DIV/0!
0-645-75150-3202 WATER	3,749.88	3,700.00				#DIV/0!
0-645-75150-3203 HEAT (OIL) OR GAS	6,067.43	7,575.00				#DIV/0!
0-645-75150-3207 OFFICE SUPPLIES/STATIONERY	109.25					#DIV/0!
0-645-75150-3208 CLEANING MATERIALS	1,641.57	2,050.00				#DIV/0!
0-645-75150-3215 OTHER TYPES OF MATERIAL		3,254.00				#DIV/0!
0-645-75150-3219 CREDIT CARD/SOCAN FEES	13,707.19	12,300.00				#DIV/0!
0-645-75150-3301 BLDG & EQUIP REPAIRS & MAINT	1,778.80	8,733.00				#DIV/0!
0-645-75150-3302 Roselawn-Facility Maint Materials/Equip-	6,199.86	10,865.00				#DIV/0!
0-645-75150-3307 INSURANCE	4,663.00	4,663.00				#DIV/0!
0-645-75150-3309 TELEPHONE/MODUM/RADIO	1,270.47	1,046.00				#DIV/0!
0-645-75150-3311 ADVERTISING		700.00				#DIV/0!
0-645-75150-3319 CONSULTANT FEES		15,000.00				#DIV/0!
0-645-75150-3323 COMPUTER PROGRAMS & MAINT	10,793.96	10,000.00				#DIV/0!
0-645-75150-3324 OFFICE, EQUIP AND MAINTENANCE	21.00					#DIV/0!
0-645-75150-3328 CONTRACT SERVICES	8,079.33	5,175.00				#DIV/0!
0-645-75150-3338 Roselawn-Facility Maint Contract Services	27,274.02	6,000.00				#DIV/0!
0-645-75150-3342 EQUIPMENT RENTAL - OWN	1,668.00	1,668.00				#DIV/0!
0-645-75150-3343 EQUIPMENT RENTAL - OTHER		410.00				#DIV/0!
0-645-75150-3344 CASH OVER & SHORT	0.12	60.00				#DIV/0!
0-645-75150-3358 BAR EXPENSES	4,712.81	5,125.00				#DIV/0!
0-645-75150-3376 FOOD PURCHASES	1,735.05	7,175.00				#DIV/0!
0-645-75150-3397 PERFORMERS & ENTERTAINERS	173.68					#DIV/0!
0-645-75150-3409 TRANSFER TO RESERVES		10,000.00				#DIV/0!
<b>Total 75150 Roselawn</b>	<b>246,409.57</b>	<b>260,104.00</b>				<b>#DIV/0!</b>
<b>Total 645 Roselawn Centre</b>	<b>142,585.31</b>	<b>157,804.00</b>				<b>#DIV/0!</b>
<b>Total 0 General</b>	<b>142,585.31</b>	<b>157,804.00</b>				<b>#DIV/0!</b>
<b>3 Capital</b>						
645 Roselawn Centre						
33133 Roselawn Centre						
3-645-33133-2901 Donations	-2,000.00					#DIV/0!
3-645-33133-2910 TRANSFER FROM REVENUE FUND	-134,000.00	-134,000.00				#DIV/0!
3-645-33133-3301 Roselawn Centre -Bldg & Equip Maint						#DIV/0!



**Roselawn Centre  
Statement of Operations  
Run Date: 18-Nov-2019**

	2019 Actuals	2019 Annual Budget	December 2020 YTD Actuals	2020 Annual Budget	Dollar Variance \$	Percentage Variance %
3-645-33133-3328 CONTRACT SERVICES	9,763.75	125,500.00				#DIV/0!
3-645-33133-3401 CAPITAL EXPENDITURES		8,500.00				#DIV/0!
<b>Total 33133 Roselawn Centre</b>	-126,236.25					#DIV/0!
<b>Total 645 Roselawn Centre</b>	-126,236.25					#DIV/0!
<b>Total 3 Capital</b>	-126,236.25					#DIV/0!
<b>Total Roselawn Centre</b>	16,349.06	157,804.00				#DIV/0!



Report Number: 2020-25

Date: March 9, 2020

**SUBJECT: Mineral Aggregate Operation Zone**

**1) PURPOSE:**

The purpose of the report is to provide Council with information in response to questions received regarding the Mineral Aggregate Operation (MAO) zone in the City of Port Colborne's Zoning By-law No. 6575/30/18, as amended.

**2) HISTORY, BACKGROUND, COUNCIL POLICY, PRACTICES**

At the Regular Committee of the Whole meeting that took place on February 10, 2020, Jack Hellinga was registered as a delegate and presented the following questions:

1. Does an existing land use require a secondary plan if there is no change in use?
2. Does an existing MAO land use require a secondary plan if the land use continues as MAO?
3. Does a rezoning from, say Agricultural, to MAO, outside the Urban boundary require a secondary plan?
4. Is a local Municipal Zoning By-Law restricted from being more stringent than the Provincial Policy Statement (PPS) and the Region Official Plan (ROP) as long as it doesn't conflict with either?
5. Given the following quote of Permitted Uses and Definition of MAO in the Port Colborne Consolidated Zoning By-Law,

28.2 Permitted Uses

a) Mineral Aggregate Operations;

Mineral Aggregate Operation: means

- a) An operation other than wayside pits and quarries, conducted under a license or permit under the Aggregate Resources Act or successors thereto; and

- b) Associated accessory facilities used in extraction, transport, beneficiation, processing or recycling of mineral aggregate resources and derived products such as asphalt and concrete, or the production of secondary related products.

Is a pit or quarry zoned MAO prohibited from Asphalt Recycling on the quarry floor?

- 6. Given the Permitted Uses and Definition of MAO, is a pit or quarry zoned MAO prohibited from manufacturing asphalt or concrete on the quarry floor?
- 7. Does the current MAO zoning in the Consolidated Zoning By-Law (CZBL) protect the aquifer from contamination by the permitted uses in the MAO zoned properties?

### 3) STAFF COMMENTS AND DISCUSSIONS

The following answers are provided in numerical order in response to the questions posed by Mr. Hellinga outlined above:

- 1. No, an existing land use must be in compliance with the zoning by-law or considered a non-conforming (grandfathered) use. A secondary plan is a tool which helps understand opportunities and address issues related to land use through specific policies for those areas of the City where more detailed direction is needed for matters beyond the general framework provided by the Official Plan.
- 2. No, an existing MAO land use must be in compliance with the zoning by-law or considered a non-conforming (grandfathered) use. A secondary plan is a tool which helps understand opportunities and address issues related to land use through specific policies for those areas of the City where more detailed direction is needed for matters beyond the general framework provided by the Official Plan.
- 3. No, a zoning application from Agricultural to MAO regardless of its location, requires an official plan amendment application as well. The presumption is that an application to support that change in land use would be accompanied by all supporting studies (hydrogeological, land use compatibility, agricultural assessment, air quality, noise, traffic, archaeological, etc.).
- 4. No, provided there are supporting policies in the City's Official Plan to be more restrictive.
- 5. Asphalt manufacturing is a prohibited use in the Zoning By-law. Successful Zoning By-law and Official Plan amendment applications are required to permit asphalt manufacturing in the MAO zone.

6. Asphalt manufacturing is a prohibited use in the Zoning By-law. Successful Zoning By-law and Official Plan amendment applications are required to permit asphalt manufacturing in the MAO zone.
7. The MAO zone permits the following uses:
  - a) Mineral Aggregate Operations;
  - b) Making or establishment of pits and quarries for the purpose of extracting natural materials from the earth including soil, clay, sand, gravel, stone, rock, shale and minerals;
  - c) Processing of natural materials including screening, sorting, washing, crushing, storing and other similar operations related to an extractive industrial operation;
  - d) Agricultural uses;
  - e) Uses, structures and buildings accessory thereto excepting any building or structure used for human habitation.

These uses are common throughout the Province in respective municipal zoning by-laws and have been in place for decades. To staff's knowledge, an aquifer has not been contaminated by allowing these uses. The Province of Ontario is currently proposing that new quarries must identify the proposed maximum depth of extraction in relation to the water table. In addition, applications that propose to extract below the ground water table must include a hydrogeological report ("water report") with the objective to identify any potential adverse effects to ground water and surface water resources and their uses (e.g., private and municipal wells, aquifers, waterbodies). If the potential for adverse effects is identified, an impact assessment is required to determine the significance of the effects and the feasibility of mitigation.

Mr. Hellinga raised concern in his presentation regarding the definition of Mineral Aggregate Operation and questioned if it would allow asphalt or concrete manufacturing.

On March 26, 2018, during a public presentation on the new zoning by-law, Mr. Hellinga had requested the following:

"I would respectfully ask the City to amend the current wording of Permitted Uses for "a) Mineral Aggregate Operations" to read:  
a) Mineral Aggregate Operations, except for Asphalt Plant and Concrete Batching Plant facilities".

Asphalt manufacturing was subsequently changed in the zoning by-law to prohibit it. A concrete batching plant is not a permitted use and would require a successful rezoning application to allow the use.

For Council's information, in order to permit any new uses in Pits 1 and 2 of the Port Colborne Quarry facility located in the MAO zone and in the urban service boundary under application files D09-01-16 and D14-05-16, first requires the completion of a draft secondary plan. The plan would address policy requirements and supporting study that would involve government agency and the public's participation in its completion.

There was also concern that the interim control By-law "provided stricter requirements in the MAO zone".

The interim control by-law was put in place to address permitted uses and prohibited uses through the official plan study in the MAO zone but not the:

- a) Making or establishment of pits and quarries for the purpose of extracting natural materials from the earth including soil, clay, sand, gravel, stone, rock, shale and minerals;
- b) Processing of natural materials including screening, sorting, washing, crushing, storing and other similar operations related to an extractive industrial operation;
- c) Uses, structures and buildings accessory thereto excepting any building or structure used for human habitation.

As staff prohibited asphalt manufacturing and did not permit any other use in the MAO zone at the time of new zoning by-law consideration coupled with current applications for Pits 1 and 2 for future land use, staff did not move forward with the study of official plan policy to determine new or prohibited uses.

#### **4) OPTIONS AND FINANCIAL CONSIDERATIONS:**

##### **a) Do nothing**

N/A. The report is for informational purposes only.

##### **b) Other Options**

N/A. The report is for informational purposes only.

#### **5) COMPLIANCE WITH STRATEGIC PLAN INITIATIVES**

N/A

#### **6) ATTACHMENTS**

N/A

#### **7) RECOMMENDATION**

That Planning and Development Department, Planning Division, Report No. 2020-25

Subject: Mineral Aggregate Operation Zone, be received for information.

**8) SIGNATURES**

Prepared on February 28, 2020 by:



Dan Aquilina, MCIP, RPP, CPT  
Director of Planning and Development

Reviewed and Respectfully Submitted:



C. Scott Luey  
Chief Administrative Officer

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PORT COLBORNE

City of Port Colborne  
RECEIVED

MAR 03 2020

COMMUNITY SERVICES  
DEPARTMENT

MEMORANDUM

Engineering and Operations Department

905-835-2900 Ext. 234

**TO:** Amber LaPointe, City Clerk  
**CC:** Nancy Giles  
**FROM:** Richard Daniel  
**DATE:** March 9, 2020  
**RE:** Request for Mayoral Proclamation

Hello Amber,

I would request that Mayor Steele publically proclaim April 2020 as Dig Safe month in the City of Port Colborne at a flag raising ceremony scheduled at the Engineering and Operations Centre on Friday, April 7, 2020.

The Ontario Regional Common Ground Alliance annually promotes many educational events across its thirteen (13) Geographic Councils which cover all of Ontario, including the Dig Safe Kick-Offs in April and "April is Dig Safe Month", to raise awareness of the importance of proper excavation practices. Annual damages to Ontario's underground infrastructure caused by excavation events number in excess of 4,500 per year. These events cause negative impacts to the Ontario public and our province's economy.

Declaring April as Dig Safe month in the city of Port Colborne is a demonstration of the corporation's commitment to safe excavation practices within the municipality.

Sincerely,

Richard Daniel  
Manager of Operations

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Niagara Regional Broadband Network  
Better Internet is Here!

City of Port Colborne  
**RECEIVED**  
MAR 02 2020  
CORPORATE SERVICES  
DEPARTMENT

Mayor William Steele and City Council  
66 Charlotte Street, Ontario, Canada, L3K 3C8

Dear Mayor Steele and City Council,

NRBN will be applying to the CRTC's Broadband Fund to provide highspeed internet access to underserved and unserved areas of Niagara region and Port Colborne will be directly affected by our application.

The CRTC has said that projects with support from the Communities will be looked at more favorably than projects without. To improve the possibility of the application succeeding and providing the services required in the underserved areas of Port Colborne, we are requesting a Letter of Support for NRBN's project.

Would it be possible for your Council to include the Letter of Support and its approval on the Agenda for March 9th?

Warm regards,

**Mark Kuhlmann**

FIELD OPERATIONS MANAGER

Address: 4343 Morrison St. Niagara Falls, ON L2E 6Z9  
Tel: 1-877-331-6726  
Email: [mark.kuhlmann@nrbn.ca](mailto:mark.kuhlmann@nrbn.ca)  
Web: [www.nrbn.ca](http://www.nrbn.ca)



February 25, 2020

**To:** Mayor Steele and Council  
C/O Amber LaPointe, City Clerk  
City of Port Colborne  
66 Charlotte Street  
Port Colborne, ON L3K 3C8

**Re: Rosedale Subdivision (26T-87018)  
Update on Planning Progress**

---

On behalf of our client Mr. Ralph Rotella, please accept this letter as an update on the progress made with regard to the Rosedale Subdivision in Port Colborne.

Currently, discussions are taking place between our client and the adjacent landowner Mr. Ray Khana to find design efficiencies between Rosdale and the Meadow Heights subdivisions. Most notably, steps are being taken to plan for and accommodate the required Regional sanitary sewer alignment through detailed engineering design.

In addition to negotiations with the adjacent landowner, Upper Canada Consultants staff has been engaged with the Ministry of Transportation regarding the draft approved access onto Highway 58. We have been instructed by Ministry staff that in order to move the Highway 58 access forward an MTO approved Traffic Consultant must be retained by our client to prepare an up to date traffic study per the current MTO study guidelines. The traffic consultant will need prepare a 1-page Terms of Reference for the study for MTO approval prior to undertaking any work. Once the study has been completed and approved, detailed design work can be undertaken. This may result in minor adjustments to the Draft Plan.

It is our hope that these issues are resolved in the near future, however an extension of draft approval will likely be required to prevent the plans from lapsing and having progress lost. A formal request for extension of draft approval will follow shortly.

Respectfully submitted,

Craig A. Rohe, M.Pl., MCIP, RPP  
Senior Planner  
Upper Canada Consultants

CC: Mr. Ralph Rotella, Land Owner  
Mr. Martin Heikoop, President, Upper Canada Consultants  
Dan Aquilina, City of Port Colborne

February 21, 2020

**CL 3-2020, February 20, 2020**  
**PEDC 2-2020, February 12, 2020**  
**PDS 3-2020, February 12, 2020**

**LOCAL AREA MUNICIPALITIES**  
**NIAGARA PENINSULA CONSERVATION AUTHORITY**

**SENT ELECTRONICALLY**

**RE: Ecological Land Classification Mapping Update**  
**PDS 3-2020**

Regional Council, at its meeting of February 20, 2020, approved the following recommendation of its Planning and Economic Development Committee:

That Report PDS 3-2020, dated February 12, 2020, respecting Ecological Land Classification Mapping Update, **BE RECEIVED** and **BE CIRCULATED** to the Area Municipalities and the Niagara Peninsula Conservation Authority (NPCA).

A copy of Report PDS 3-2020 is enclosed for your information.

Yours truly,



Ann-Marie Norio  
Regional Clerk  
:me

CLK-C 2020-120

---

**Subject:** Ecological Land Classification Mapping Update  
**Report to:** Planning and Economic Development Committee  
**Report date:** Wednesday, February 12, 2020

---

## **Recommendations**

1. That Report PDS 3-2020 **BE RECEIVED** for information; and,
2. That Report PDS 3-2020 **BE CIRCULATED** to the Area Municipalities and the Niagara Peninsula Conservation Authority (NPCA).

## **Key Facts**

- The purpose of this report is to provide additional details on a project to update the Region-wide Environmental Land Classification (ELC) mapping - which is being undertaken in support of the Natural Environment Work Program for the new Niagara Official Plan.
- PDS 32-2019 (November 6, 2019) recommended that a new ELC mapping dataset was the preferred option as it would have a range of benefits associated with natural environment planning.
- A work plan, in consultation with NPCA staff, has been prepared. A procurement process for consulting support is underway. It is expected that a consultant will be retained by March 1, 2020.
- After a successful grant application, the project was approved for partial funding by the Greenbelt Foundation.

## **Financial Considerations**

The ongoing costs associated with the Natural Environment Work Program, including the Environmental Land Classification (ELC) mapping, will be accommodated within the Council approved Regional Official Plan project budget.

## **Analysis**

### Ecological Land Classification (ELC) Methodology

The ELC program was established as a comprehensive and consistent province-wide approach for ecosystem description, inventory, and interpretation. The industry-accepted ELC methodology is documented in the guide entitled "*Ecological Land*

*Classification for Southern Ontario*". ELC is a hierarchical and nested methodology that can be applied from scales ranging from province-wide to site-specific. The appropriate scale for Region-wide mapping and informing a Regional Official Plan is 'community series'. ELC mapping is required to be completed by a certified ecologist or other practitioner.

### Background

Starting in 2006, the NPCA, in coordination with the Region, local naturalist clubs, and area municipalities, initiated the "Natural Areas Inventory" (NAI) project. A major element of the project was the completion of comprehensive ELC 'community-series' level mapping of natural areas, which represented the first dataset of its kind for the entirety of the Region.

The NAI ELC mapping was completed using 2006 aerial imagery. Field crew's ground-truthed some natural areas where access was permitted by landowners. The ELC dataset was continuously refined through a QA/QC process by staff at the NPCA until 2012, when it was subsequently used as a data input for a follow-up natural heritage project.

The NAI ELC dataset remains the most comprehensive data of its type for the extent of the Region, however, the information has decreased value and accuracy owing to the fact that it is approximately ten years old and does not consider landscape changes from recent developments and continued vegetation growth. An update is required to ensure that natural environment mapping to be included as part of the new Niagara Official Plan is accurate and reliable.

### Dataset Update

The exiting ELC dataset will be updated using new 2018 aerial imagery and large-scale mapping specifications as prescribed by the Region. Vegetated areas will be identified and interpreted using a standard methodology, resulting in a polygon-based vegetated area inventory. ELC coding is then applied to each polygon in the GIS environment. Provincially identified wetland boundaries will be incorporated directly into the dataset to avoid duplications. The dataset will consider vegetated areas in both rural and urban area. A QA/QC program for the dataset has been included in the work plan.

### Field Verification Component

The ELC methodology permits mapping to be completed at the 'community-series' level to be completed as a desktop exercise only. However it is the intention of this project to go beyond this minimum requirement and to include a field verification component.

The goal of the field verification exercise is to ensure a higher degree of confidence in the data and will include representative sites across all 12 area municipalities. The field verification exercise will involve publically owned lands and areas viewable from public roads or other public locations.

Regional and local planning staff will be invited to attend the field verification sessions. The purpose of this is to foster an education of the ELC methodology and to ensure a higher-level of confidence in the project. Local planning staff will be asked for input on the sites to be visited in their municipality to ensure local knowledge is being maximized. A report will be prepared documenting the field verification exercise.

### Project Funding

In late 2019, planning staff submitted the ELC project to the Greenbelt Foundation for consideration under the Resilient Greenbelt funding stream. The application was made in partnership with the NPCA and was successful in attaining a \$25,000 grant contribution to supplement the total cost of this project.

The balance of the project is being completed under the Council approved budget and work plan for the new Niagara Official Plan.

### **Alternatives Reviewed**

Council could choose not to receive or circulate this report. This is not recommended.

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

This report is being brought forward as part of the ongoing reporting on the new Niagara Official Plan. The Natural Environment Work Program aligns with Objective 3.2 Environmental Sustainability and Stewardship:

*“A holistic and flexible approach to environmental stewardship and consideration of the natural environment, such as in infrastructure, planning and development, aligned with a renewed Official Plan.”*

### **Other Pertinent Reports**

- PDS 40-2016 – Regional Official Plan Update
- PDS 41-2017 – New Official Plan Structure and Framework
- PDS 3-2018 – New Official Plan Update
- PDS 6-2018 – Natural Environment Project Initiation Report
- PDS 18-2018 – Natural Environment – Project Framework
- PDS 9-2019 – New Official Plan Consultation Timeline Framework

- PDS 10-2019 – Update on Natural Environment Work Program – New Regional Official Plan
- CWCD 122-2019 – Agricultural and Environmental Groups – Draft Stakeholder Lists
- CWCD 150-2019 – Update on Official Plan Consultations – Spring 2019
- CWCD 179-2019 – Notice of Public Information Centres – Natural Environment Work Program, New Regional Official Plan
- CWCD 271-2019 – Update on Consultation for New Official Plan
- PDS 32-2019 – Natural Environment Work Program – Phases 2 & 3: Mapping and Watershed Planning Discussion Papers and Comprehensive Background Study
- PDS 1-2020 – New Niagara Official Plan – Public Consultation Summary

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**Prepared by:**

Sean Norman, PMP, MCIP, RPP  
Senior Planner  
Planning and Development Services

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**Recommended by:**

Rino Mostacci, MCIP, RPP  
Commissioner  
Planning and Development Services

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**Submitted by:**

Ron Tripp, P.Eng.  
Acting, Chief Administrative Officer

*This report was prepared in consultation with Karen Costantini, Planning Analyst – Regional Official Plan, and reviewed by Erik Acs, MCIP, RPP, Manager, Community Planning, and Doug Giles, Director, Community and Long Range Planning.*

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February 14, 2020

Ann-Marie Norio, Regional Clerk  
Niagara Region  
1815 Sir Isaac Brock Way  
Thorold, ON L2V 4T7

Dear Ms. Norio,

At their February 14, 2020 meeting, the Niagara Regional Housing Board of Directors, passed the following motion as recommended in attached report NRH 3-2020:

***That Niagara Regional Housing Quarterly Report October 1 to December 31, 2019 be APPROVED and FORWARDED to the Public Health and Social Services Committee and subsequently to Regional and Municipal Councils for information.***

Your assistance is requested in moving report NRH 3-2020 through proper channels to Regional Council.

Sincerely,

Mayor Walter Sendzik  
Chair




## Q4 (October 1 to December 31, 2019) to Board of Directors

### Recommendation:

**That Niagara Regional Housing Quarterly Report October 1 to December 31, 2019 be APPROVED and FORWARDED to the Public Health and Social Services Committee and subsequently to Regional and Municipal Councils for information.**


Submitted by:



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Donna Woiceshyn  
Chief Executive Officer

Approved by:



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Walter Sendzik  
Chair

### Directors:

**Walter Sendzik, Chair**  
Regional Councillor  
St. Catharines

**Gary Zalepa, Treasurer**  
Regional Councillor  
Niagara-on-the-Lake

**Tom Insinna**  
Regional Councillor  
Fort Erie

**James Hyatt, Vice-Chair**  
Community Director  
St. Catharines

**Betty Ann Baker**  
Community Director  
St. Catharines

**Betty Lou Souter**  
Community Director  
St. Catharines

**Karen Blackley, Secretary**  
Community Director  
Thorold

**Barbara Butters**  
Regional Councillor  
Port Colborne

**Leanne Villella**  
Regional Councillor  
Welland

**HIGHLIGHTS:**

**Application Activity**

**741** received & processed



**Work Orders**

**3,675** issued



**Capital Program**

8 projects ongoing

51 contract orders issued



**Rent Arrears**

= \$36,134.21

or **2.81%** of the monthly rent charges



**Community Resources & Partnerships**

offered supports to

**144**

new referrals



**43**

partners

**Non-Profit Housing Programs**

**65%** deemed HEALTHY



**Rent Supplement / Housing Allowance**

**1,441** units



**Niagara Renovates**

- Inspections are complete
- 55 homeowners will receive 2019/2020 funding



**Welcome Home Niagara**

**7** homeowners received assistance



**Housing First Project**

**16** Individuals / families housed



**Appeals**

= **11** 6 upheld  
5 overturned



**New Development**

- Carlton & Roach • complete
- Hawkins/Dell • demo Jan. 2020
- construction spring 2020



**VISION**

That the Niagara community will provide affordable, accessible and quality housing for all residents

**MISSION**

To expand opportunities that make affordable housing an integral part of building healthy and sustainable communities in Niagara

As the administrator of social housing for Niagara Region, Niagara Regional Housing (NRH) works to fulfill our vision and mission through six main areas of responsibility:

1. [Public Housing \(NRH Owned Units\)](#)
2. [Non-Profit Housing Programs](#)
3. [Rent Supplement Program](#)
4. [Affordable Housing Program](#)
5. [Service Manager Responsibilities](#)
6. [Housing Access Centre and Centralized Waiting List](#)



**Definitions** can be found in the attached Reference Sheet.

**1. Public Housing (NRH Owned Units)**

**DAY-TO-DAY MAINTENANCE:**

In Q4, **3,675 work orders** were issued, representing \$ 1,004,181. \$ 65,866 of this amount was charged back to tenants who were held responsible for damages.

	2018-Q4	2019-Q1	2019-Q2	2019-Q3	2019-Q4
<b># of work orders issued</b>	3,203	2,500	3,084	3,111	3,675

**CAPITAL PROGRAM:**

The Capital Program is responsible for maintaining the Public Housing (NRH Owned Units) asset and planning for future sustainability.

In Q4, 51 contract orders were issued, seven public tenders closed and purchase orders issued \$2,788,400.

The Capital Program was responsible for eight capital projects valued at \$2,788,400 including:

- 2 projects – pavement retrofits
- 2 projects – fencing replacements
- 1 project – window and sealant replacements
- 1 project – curtain wall and sealant replacements
- 1 project – shingle roof replacement
- 1 project – window replacements
- 22 RFP's and RFQ's - various investigations, health and safety repairs, emergency repairs, structural repairs and pavement retrofits

As of December 31, 2019, \$ 9,800,000 of the \$11.7 budgeted (excluding emergency) has been committed and or actually spent (85%).

**TENANT MOVE OUTS:**

<b>Move Outs By Reason</b>			
Health	6	NRH Transfer	5
Long Term Care Facility	10	Moved to Coop or Non-Profit	0
Deceased	11	Bought a House	0
Private Rental	9	Left Without Notice	5
Voluntarily Left Under Notice	4	Other/None Given	15
Eviction – Tribunal	6	Cease to Qualify	0
		<b>TOTAL</b>	<b>71</b>

In Q4, there were **71 move outs**. Six involved eviction orders granted under the Ontario Landlord Tenant Board (LTB) – Arrears (five), Disturbances N5 (one). Five of the evictions were enforced by the Sherriff.

	<b>2018-Q4</b>	<b>2019-Q1</b>	<b>2019-Q2</b>	<b>2019-Q3</b>	<b>2019-Q4</b>
<b># of move outs</b>	65	51	86	57	71

**ARREARS:**

NRH Housing Operations actively works to reduce rent arrears, which remained consistent throughout 2019.

	<b>Dec 31, 2018</b>	<b>Mar 31, 2019</b>	<b>Jun 30, 2019</b>	<b>Sept 30, 2019</b>	<b>Dec 31, 2019</b>
<b>Rent charges for the month</b>	\$1,187,770.00	\$1,203,317.00	\$1,257,090.00	\$1,267,460.00	\$1,286,793.00
<b>Accumulated rent arrears</b>	\$24,135.76	\$35,736.89	\$34,004.39	\$35,549.21	\$36,134.21
<b>Arrears %</b>	2.03%	2.97%	2.71%	2.80%	2.81%

**INSURANCE:**

Nothing to report in Q4.

**COMMUNITY RESOURCES AND PARTNERSHIPS:**

In Q4, we had partnerships with **43 community agencies** across Niagara. As a result of these partnerships, more than 200 support and enrichment activities were offered to tenants at NRH sites. Each partnership contributes to tenant lives and, in turn, the success of the Public Housing community as a whole:

- NRH launched a new partnership with Niagara College in the integrated (non-family, aged 16 and over) buildings on Scott Street in St. Catharines. Scott Street has been a challenging community for a number of years, housing many tenants with mental health and addiction issues. At times, these vulnerable tenants were targeted by drug dealers and had to choose between nefarious friendships or isolation within their units. NRH worked with Niagara Regional Police to stop the criminal activity at the building and is now working with Niagara College to provide support and positive activities. Niagara College provides a supervisor for the Recreation and Social Service Worker students who are gaining valuable experience working with low-income, often vulnerable, populations. NRH tenants benefit from life skills workshops and positive interactions with each other. Together, NRH, Niagara College and the Scott Street tenants are rebuilding Scott Street into a safe, pleasant place to live.

Also during Q4, NRH Community Programs Coordinators (CPCs) offered support to **144 new referrals of tenants in need of assistance**<sup>1</sup>. Of those new referrals, **65% were considered medium-high need**, (e.g. child safety concerns, eviction, social issues, cognitive concerns). In particular, there was an increase in the number of tenants needing help with arrears and social issues.

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<sup>1</sup> This number is lower than previous quarters due to the implementation of the new Yardi case tracking system and adjustments being made to ensure consistent case tracking.

## 2. Non-Profit Housing Programs

As administrator of social housing for Niagara Region, NRH provides legislative oversight for **60 Non-Profit Housing Programs (non-profit and co-operative)**. Operational Reviews are conducted to determine the overall health of each.

	2018-Q4	2019-Q1	2019-Q2	2019-Q3	2019-Q4
<b>Healthy</b>	40	40	40	40	39
<b>Routine Monitoring</b>	17	18	17	17	18
<b>Intensive Monitoring</b>	2	0	1	1	1
<b>Pre-PID (Project in Difficulty)</b>	1	1	1	1	1
<b>PID (Project in Difficulty)</b>	1	1	1	1	1
<b>TOTAL</b>	<b>61</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>

NRH Housing Programs staff continue to work with Housing Providers as they move toward End of Operating Agreements (EOA) / End of Mortgage (EOM).

## 3. Rent Supplement Program

In Q4, there were **1,441 Rent Supplement/Housing Allowance units** across Niagara. In the Rent Supplement program, tenants pay 30% of their gross monthly income directly to the private landlord and NRH subsidizes the difference up to the market rent for the unit. The Housing Allowance program is a short-term program that provides a set allowance to help applicants on the wait list.

	2018-Q4	2019-Q1	2019-Q2	2019-Q3	2019-Q4
<b>Fort Erie</b>	28	26	32	32	30
<b>Grimsby</b>	26	34	26	24	22
<b>Lincoln (Beamsville)</b>	11	11	11	11	13
<b>Niagara Falls</b>	230	235	239	240	239
<b>Niagara-on-the-Lake</b>	-	4	5	5	5
<b>Pelham</b>	21	20	19	19	19
<b>Port Colborne</b>	53	67	62	65	64
<b>St. Catharines</b>	732	741	780	773	778
<b>Thorold</b>	53	57	61	56	57
<b>Welland</b>	201	209	203	200	198
<b>West Lincoln</b>	15	15	15	15	16
<b>TOTAL</b>	<b>1,370</b>	<b>1,419</b>	<b>1,453</b>	<b>1,440</b>	<b>1,441</b>

Variance in the Rent Supplement program are a reflection of fluctuation between agreements ending and new agreements taken up with landlords.

An **In-Situ Rent Supplement Program** has been developed to engage new landlords and offer applicants on the Centralized Waiting List an opportunity to receive Rent-Geared-to-Income assistance where they currently live. This removes the need for moving related expenses and broadens the network of landlords in business with NRH.

In Q4, NRH initiated new agreements with **12 new landlords**.

## 4. Affordable Housing Program

### **NIAGARA RENOVATES PROGRAM:**

The Niagara Renovates program provides assistance to low-to-moderate income homeowners for home repairs, accessibility modifications and the creation of secondary suites in single family homes.

Niagara Renovates inspections for 2019-2020 funding are now complete. Inspections include all areas inside and outside of the home to ensure compliance with program guidelines. Issues are identified and a detailed Inspection Report is provided to the homeowner.

NRH received \$600,000 through the Investment in Affordable Housing - Extension (IAH-E) program for homeowner and secondary suite repairs and \$311,015 for multi-unit repairs, totaling \$911,015 for the 2019/2020 period.

NRH received an additional \$376,370 through the Ontario Priorities Housing Initiative (OPHI) for homeowner and housing provider renovations and repairs for the 2019/2020 period.

**55 homeowners** have been approved for funding.

### **HOMEOWNERSHIP PROGRAM – “WELCOME HOME NIAGARA”:**

The Homeownership program assists low-to-moderate income rental households to purchase their first home by providing a down payment loan.

NRH received \$180,000 through the Investment in Affordable Housing - Extension (IAH-E) program for the 2019/2020 period, with \$100,000 of that allocated to Habitat for Humanity Niagara.

In Q4, **seven homeowners** received assistance through Welcome Home Niagara. **One of these was an NRH tenant.**

	2018-Q4	2019-Q1	2019-Q2	2019-Q3	2019-Q4
<b># of homeowners assisted</b>	19	0	4	6	7



**HOUSING FIRST PROGRAM:**

The Housing First program helps people move quickly from homelessness to their own home by providing supports to help difficult to house individuals find and keep housing.

In Q4, **15 individuals/families** were housed through the Housing First program. Since 2012, Housing First has helped 438 individuals/families.

	<b>2018- Q4</b>	<b>2019- Q1</b>	<b>2019- Q2</b>	<b>2019- Q3</b>	<b>2019- Q4</b>
<b># of individuals/families housed</b>	27	10	23	15	16
<b># of Housing First units (at quarter end)</b>	184	189	198	197	202

17 of these Housing First units were created with NRH’s new development at 527 Carlton Street in St. Catharines.

**RENTAL HOUSING (NEW DEVELOPMENT):**

**NRH New Development**

<b>Carlton Street, St. Catharines COMPLETE</b>	<b>Amount</b>	<b>Units</b>
Investment in Affordable Housing-Extension (IAH-E), Year 3	\$5,806,000	45
Investment in Affordable Housing-Extension (IAH-E), Year 4	\$2,888,000	23
Social Infrastructure Fund (SIF), Year 1	\$2,387,817	17
<b>Roach Avenue, Welland COMPLETE</b>		
Social Infrastructure Fund (SIF), Year 3	\$1,200,000	8
<b>Hawkins Street/Dell Avenue, Niagara Falls</b>		
Ontario Priorities Housing Initiative (OPHI)	\$3,000,000	20
Regional Development Charges / NRH Reserves	\$17,090,000	53
<b>TOTAL</b>	<b>\$32,371,817</b>	<b>166</b>

**Roach Avenue**

- Project substantial completion on October 28
- Facility has been turned over to operations November 1
- Tenants started moving in November 1

**Hawkins Street/Dell Avenue**

- Public Information Session was held November 12, 2019
- Second submission of Site Plan Drawings submitted to the City of Niagara Falls
- Site Plan Agreement scheduled for approval in January 2020
- Development meeting scheduled for January 7, 2020
- Class B Cost Report for development scheduled to commence mid-January

- Six of 12 housing units have been demolished, removal of debris in progress – scheduled to be complete at the end of January 2020
- Detail development of drawings are approximately 60% complete
- Construction of project is scheduled to begin in spring 2020

**Additional New Development**

Investment in Affordable Housing-Extension (IAH-E), Year 2 funding has been allocated to three non-profit organizations and will result in the creation of 40 units for seniors and mental health consumers in Niagara:

	<b>Amount</b>	<b>Units</b>
Gateway Residences of Niagara, Huron Street, Niagara Falls <b>COMPLETE</b>	\$720,000	9
Thorold Municipal Non-Profit, Ormond Street, Thorold <b>COMPLETE</b>	\$1,228,912	14
Stamford Kiwanis, Barker Street, Niagara Falls <b>COMPLETE</b>	\$1,089,088	17
<b>TOTAL</b>	<b>\$3,038,000</b>	<b>40</b>

**Stamford Kiwanis**

- Substantial completion November 22, 2019

**5. Service Manager Responsibilities**

**APPEALS:**

In Q4, **11 appeals** were heard (one less than in 2018-Q4).

- Seven related to ongoing RGI eligibility
  - Two Housing Provider appeals for failure to notify of changes (guests) – one UPHELD, one OVERTURNED
  - Four for failure to provide information – three UPHELD (one with conditions), one OVERTURNED
  - One overhoused household for refusing final offer – OVERTURNED
- Four for decisions made by Housing Access
  - One Urgent Status – OVERTURNED
  - One overhoused household (Market-RGI policy) – OVERTURNED
  - Two extra bedroom – UPHELD

	<b>2018-Q4</b>	<b>2019-Q1</b>	<b>2019-Q2</b>	<b>2019-Q3</b>	<b>2019-Q4</b>
<b># of appeals</b>	12	10	12	10	11

## 6. Housing Access Centre & Centralized Waiting List

**APPLICATION ACTIVITY:**

# of Applications Received & Processed	741	# of Eligible Applications	707
# of Special Provincial Priority Status Applications	103	# of Ineligible Applications	34
# of Urgent Status Applications	130	# of Cancelled Applications	238
# of Homeless Status Applications	158	# of Applicants Housed	156

In Q4, **238 households were removed** from the Centralized Waiting List because they were no longer eligible, they found alternate housing or we were unable to make contact.

**CENTRALIZED WAITING LIST:**

		2018- Q4	2019- Q1	2019- Q2	2019- Q3	2019- Q4
		# of households				
<b>A</b>	<b>Rent-Geared-to-Income (RGI) waiting list:</b>					
	Niagara resident RGI waiting list	4,616	4,715	4,926	5,012	5,154
	Applicants from outside of Niagara	761	793	849	897	977
	<b>TOTAL RGI waiting list:</b>	<b>5,377</b>	<b>5,508</b>	<b>5,775</b>	<b>5,909</b>	<b>6,131</b>
	<b>Housing Allowance:</b> a set allowance to help applicants on the waiting list with affordability in the private market until housed in an RGI unit	639	704	742	747	742
<b>A1</b>	<b>RGI waiting list demographics:</b>					
	Seniors	2,218	2,257	2,344	2,362	2,455
	Adults no dependents	1,761	1,805	1,881	1,922	1,979
	Adults with dependents	1,398	1,446	1,550	1,625	1,697
<b>A2</b>	<b>RGI list further segmented (#'s included in A &amp; A1):</b>					
	<b>SPP – Special Provincial Priority (Ministry Priority):</b> helps victims of violence separate permanently from their abuser	131	128	148	165	148
	<b>URG – Urgent (Local Priority):</b> for applicants with mobility barriers and/or extreme hardship where their current accommodation puts them at extreme risk and/or causes hardship	116	117	109	130	142
	<b>HML – Homeless (Local Priority):</b> provides increased opportunity for placement to homeless households	954	971	1,012	1,007	1,075
	<b>SUP – Supportive/Transitional:</b> provides targeted, provisional services to assist individuals to transition beyond basic needs to more permanent housing	13	15	11	12	16
<b>B</b>	<b>In addition, NRH manages:</b>					
	<b>Overhoused:</b> households who are living in subsidized accommodation with more bedrooms than they are eligible for	168	180	176	181	174
	<b>Transfer:</b> households who are currently living in subsidized accommodation and have requested a transfer to another provider	535	564	573	603	613
	<b>TOTAL RGI households on waiting list managed by NRH:</b>	<b>6,080</b>	<b>6,252</b>	<b>6,524</b>	<b>6,693</b>	<b>6,918</b>
<b>C</b>	<b>NRH maintains a waiting list for market rent units (62 Non-Profit Housing Programs):</b>					
	<b>Market:</b> applicants who have applied for a market rent unit in the Non-Profit Housing Programs portfolio	647	667	723	752	784
	<b>TOTAL households on waiting list managed by NRH:</b>	<b>6,727</b>	<b>6,919</b>	<b>7,274</b>	<b>7,445</b>	<b>7,702</b>
	<b>TOTAL individuals on waiting list managed by NRH:</b>	<b>11,488</b>	<b>11,884</b>	<b>12,577</b>	<b>13,059</b>	<b>13,587</b>

**Note:** the above chart includes only those who apply to the Centralized Waiting List and does not capture the full number of those in need of affordable housing in Niagara.

**ESTIMATED WAIT TIMES:**

CITY	SENIORS Age 55 and older		SINGLES Age 16-54		HOUSEHOLDS WITH DEPENDENTS			
	Bachelor	1 Bed	Bachelor	1 Bed	2 Bed	3 Bed	4 Bed	5 Bed
	YEARS							
Fort Erie	-	10	3	10	2	2	5	-
Grimsby	-	5	-	-	-	-	-	-
Lincoln	-	4	-	9	10	9	-	-
Niagara Falls	5	6	-	17	8	3	11	15
Niagara-on-the-Lake	-	5.5	-	-	-	-	-	-
Pelham	-	10	-	-	-	-	-	-
Port Colborne	-	5	-	11	4	4	3	-
St. Catharines	-	6.5	9	13	3.5	4	10	11
Thorold	-	9	-	11	6	10	-	-
Welland	-	5.5	6	15	7	2.5	7	6
West Lincoln	-	4.5	-	-	7	5	-	-

no units of this size available in this community

January 2019

Please note:

- wait time information can fluctuate and is an approximation only
- wait times may not reflect the actual time one may wait for affordable housing

<b>A</b>	<p><b>AFFORDABLE HOUSING RENTS:</b> Rents are established at 80% market of Canada Mortgage and Housing Corporation (CMHC) Average Market Rent, with no ongoing rental subsidy.</p>
	<p><b>APPEALS:</b> Social Housing tenants/members can request reviews of decisions related to applicant eligibility, priority status, transfer requests, overhoused status, ongoing Rent-Geared-to-Income (RGI) eligibility and rent calculation issues. The NRH Appeal Committee makes decisions on appeals from applicants and tenants in Public Housing, Social Housing (where they have not established an Appeal Committee) and Rent Supplement units. All appeal decisions are final, per legislation.</p>
	<p><b>ARREARS:</b> To assist with arrears collection, tenants/members are provided the option of entering into a repayment agreement but are still expected to pay full rent on time.</p>
<b>B</b>	
<b>C</b>	<p><b>CANADA-ONTARIO COMMUNITY HOUSING INITIATIVE (COCHI):</b> A program that provides funding to protect affordability for households in social housing, support the repair and renewal of existing social housing supply and expand the supply of community housing over time.</p>
	<p><b>CAPITAL PROGRAM:</b> Responsible for maintaining the Public Housing (NRH-owned) asset and planning for future sustainability, as well as issuing tenders for service contracts.</p>
	<p><b>CENTRALIZED WAITING LIST:</b> Is comprised of almost 200 subsidiary lists of Public Housing, Social Housing and private units through the Rent Supplement program. It is maintained on a modified chronological basis (i.e. in order to ensure that applicants are treated fairly, units are offered based on the date of application). The needs of particularly at-risk populations are addressed through Priority Status groups that are offered units before other applicants on the Centralized Waiting List:</p> <ul style="list-style-type: none"> <li>• Special Provincial Priority (SPP) Status</li> <li>• Urgent Status</li> <li>• Homeless Status</li> </ul>
	<p>The <i>Housing Services Act, 2011</i> (HSA) requires that the Centralized Waiting List is reviewed on a regular basis. Applicants are asked to confirm their continued interest and to update information annually (# of household members, total household income) so that NRH can verify ongoing eligibility for housing subsidy. If a household is no longer interested or is deemed ineligible the application is cancelled and removed from the list.</p>
	<p>The Centralized Waiting List includes various types of households (i.e. families, seniors and singles/adults without dependents) from both within and outside Niagara, the priority groups mentioned above, RGI and Market applicants and existing tenants who are overhoused (have more bedrooms than they need).</p>
	<p><b>COMMUNITY HOUSING:</b> Housing owned and operated by non-profit, co-operatives and municipal governments or district social services administration boards including subsidized or low-end-of market rents.</p>

*Quarterly Report Reference Sheet*

	<p><b>COMMUNITY PROGRAMS:</b> NRH’s community partners offer events, presentations, activities and programs to help mitigate the effects of poverty by building community pride, offering life skills training and enhancing the lives of the tenants. While NRH does not deliver these services directly to tenants, NRH’s Community Resource Unit facilitates partnerships by identifying evolving community and tenant needs, connecting with appropriate programs and supporting their ongoing success.</p>
<b>D</b>	
<b>E</b>	<p><b>END OF OPERATING AGREEMENTS (EOA):</b> EOA refers to the expiry of federally signed operating agreements. NRH is working with these providers to find innovative solutions to maintain the existing number of social housing units in Niagara and protect existing tenants/members from losing subsidy.</p>
	<p><b>END OF MORTGAGE (EOM):</b> Federal/provincial and provincial housing providers (non-profits and co-ops) legislated under the Housing Services Act (HSA) do not have operating agreements that expire when the mortgage matures. The relationship between service manager and housing provider continues with the housing provider still obliged to follow the HSA. The obligation of service manager to pay a mortgage subsidy ends.</p>
	<p><b>EVICTION PREVENTION/SUPPORT:</b> Supports to help NRH tenants stay in their homes through identification of tenant needs and connection with supports and services (e.g. Mental health issues, cognitive decline, addiction, family breakdown etc.)</p>
<b>F</b>	
<b>G</b>	
	<p><b>HOMEOWNERSHIP PROGRAM – “WELCOME HOME NIAGARA”:</b> The Homeownership program assists low-to-moderate income rental households to purchase their first home by providing a down payment loan. The loan is forgivable after 20 years if the household remains in the home.</p>
	<p><b>HOUSING AND HOMELESSNESS ACTION PLAN (HHAP):</b> Niagara’s 10-year Community Action Plan to help everyone in Niagara have a home.</p>
	<p><b>HOUSING ACCESS CENTRE:</b> Housing Access is the gateway to affordable housing in Niagara. All applications for housing are processed through the Housing Access Centre including initial and ongoing eligibility assessment as well as management of the Centralized Waiting List. Options include accommodation with Non-profit and Co-operative housing providers (Social Housing), NRH owned units (Public Housing and two mixed income communities), or for-profit/private landlord owned buildings (Rent Supplement/Housing Allowance).</p>
	<p><b>HOUSING ALLOWANCE PROGRAM:</b> A variation of the Rent Supplement program that provides a set allowance of up to \$300 per month to private landlords to assist applicants who are on the Centralized Waiting List.</p>
	<p><b>HOUSING FIRST:</b> Helps people move quickly from homelessness to their own home by providing supports to help difficult to house individuals find and keep housing. NRH partners with Niagara Region Community Services and community agencies to provide rent supplement to landlords while agency staff provide a range of personalized supports to encourage successful tenancies and, if the tenant chooses, address personal challenges.</p>

*Quarterly Report Reference Sheet*

<b>I</b>	<b>IN-SITU RENT SUPPLEMENT PROGRAM:</b> A program developed to engage new landlords and offer applicants on the Centralized Waiting List an opportunity to receive Rent-Geared-to-Income assistance where they currently live. This removes the need for moving related expenses and broadens the network of landlords in business with NRH.
	<b>INVESTMENT IN AFFORDABLE HOUSING PROGRAM – EXTENSION (IAH-E):</b> Provincial and federally funded program designed to improve access to affordable housing that is safe and suitable, while assisting local economies through job creation generated by new development and home repairs/modifications, including: <ul style="list-style-type: none"> <li>• Niagara Renovates</li> <li>• Homeownership (Welcome Home Niagara)</li> <li>• Rent Supplement/Housing Allowance</li> <li>• Rental Housing (New Development)</li> </ul>
<b>J</b>	
<b>K</b>	
<b>L</b>	<b>LOCAL HOUSING CORPORATION (LHC):</b> Also called “Public Housing”, LHC refers to the communities that Niagara Regional Housing owns and manages.
<b>M</b>	
<b>N</b>	<b>NIAGARA RENOVATES PROGRAM:</b> Provides assistance to low-to-moderate income homeowners for home repairs, accessibility modifications and the creation of secondary suites in single family homes. Assistance is provided in the form of a forgivable loan, written off over a 10-year period, as long as the homeowner continues to live in the home.
	<b>NON PROFIT HOUSING PROGRAMS (FORMERLY “SOCIAL HOUSING”):</b> Includes Non-Profit and Cooperative Housing Providers, who own and manage their own housing communities and have their own independent Boards. NRH provides legislative oversight to ensure they are in compliance with the <i>Housing Services Act (HSA)</i> . Generally, 25% of these units are designated as market rent units. The remaining 75% of units are offered to households on the Centralized Waiting List that pay RGI.
<b>O</b>	<b>ONTARIO PRIORITIES HOUSING INITIATIVE (OPHI):</b> A program to address local housing priorities, including affordability, repair and new construction.
	<b>OPERATIONAL REVIEWS:</b> In order to ensure that Non-Profit Housing Programs comply with legislation and local policies, NRH investigates their overall health by analyzing many factors including finances, vacancy losses, governance issues, condition of buildings etc. NRH then works with them to bring them into compliance and provide recommendations on best business practices.
<b>P</b>	<b>PORTABLE HOUSING ALLOWANCE:</b> Direct financial assistance given to the household (tenant) on the Centralized Waiting List; not tied to a housing unit.
	<b>PRIORITY STATUS GROUPS:</b> Priority Status groups are offered units before other applicants on the Centralized Waiting List: <ul style="list-style-type: none"> <li>• <b>Special Provincial Priority (SPP) Status</b> is the only legislated priority and is intended to help victims of violence separate permanently from their abuser</li> <li>• <b>Urgent Status</b> is intended for applicants with (1) Mobility Barriers (i.e. physical limitations that require barrier-free units) and/or (2) Extreme Hardship (i.e.</li> </ul>



*Quarterly Report Reference Sheet*

	<p>where the applicants' current accommodations puts them at extreme risk and/or causes hardship and relocation would reduce the risks and/or alleviate the hardship</p> <ul style="list-style-type: none"> <li>• <b>Homeless Status</b> provides an increased opportunity for placement to households that are homeless (1 in every 10 households offered housing)</li> </ul>
	<p><b>PUBLIC HOUSING (ALSO CALLED "LOCAL HOUSING CORPORATION"):</b> NRH owns and manages 2,660 units of Public Housing stock in 9 of the 12 Niagara municipalities. Tenants pay 30% of their income for rent. <i>*Note: NRH owns and manages an additional 91 units that have affordable (80% market) and market rents.</i></p>
<b>Q</b>	
<b>R</b>	<p><b>RENT SUPPLEMENT PROGRAM:</b> Tenants pay 30% of their gross monthly income directly to the private landlord and NRH subsidizes the difference up to the agreed market rent for the unit. <i>*See also Housing Allowance Program and Housing First Project.</i></p>
<b>S</b>	<p><b>SERVICE LEVEL STANDARDS (SLS):</b> Establishes minimum number of RGI and special needs units to be maintained by each service manager</p> <p><b>SERVICE MANAGER:</b> As administrator for affordable housing on behalf of Niagara Region, NRH's main responsibilities include: administering Rent Supplement Programs, oversight of Non-Profit and Cooperative Housing Providers, determining RGI eligibility, maintaining Centralized Waiting List, establishing Local Policies etc.</p> <p><b>SOCIAL HOUSING (FORMERLY "AFFORDABLE HOUSING"):</b> All NRH programs and services, including Public Housing (NRH-owned), Non-Profit Housing Programs, the Rent Supplement Program and the Affordable Housing Program</p>
<b>T</b>	
<b>U</b>	
<b>V</b>	
<b>W</b>	<p><b>WELCOME HOME NIAGARA:</b> Assists low-to-moderate income rental households to purchase their first home by providing a down payment loan. The loan is forgivable after 20 years if the household remains in the home.</p>
<b>X</b>	
<b>Y</b>	
<b>Z</b>	





February 28, 2020

Dear Head of Council:

**RE: Provincial Policy Statement, 2020**

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Earlier today, the government of Ontario released the Provincial Policy Statement (PPS), 2020. The PPS is an important part of Ontario's land use planning system, setting out the provincial land use policy direction that guides municipal decision-making.

Municipalities play a key role in implementing provincial land use policies through local official plans, zoning by-laws and other planning decisions. The Planning Act requires that decisions on land use planning matters be "consistent with" PPS policies.

The PPS, 2020 supports implementation of **More Homes, More Choice: Ontario's Housing Supply Action Plan** and includes key changes to:

- Encourage an increase in the mix and supply of housing
- Protect the environment and public safety
- Reduce barriers and costs for development and provide greater certainty
- Support rural, northern and Indigenous communities
- Support the economy and job creation

The PPS, 2020 works together with other recent changes to the land use planning system – including changes to the Planning Act through Bill 108, More Homes, More Choice Act, 2019 and **A Place to Grow: Growth Plan for the Greater Golden Horseshoe**. Collectively, these changes support key government priorities of increasing housing supply, supporting job creation and reducing red tape – while continuing to protect Ontarians' health and safety and the environment, including the Greenbelt.

The PPS, 2020 policies will take effect on May 1, 2020. It will replace the Provincial Policy Statement, 2014. In accordance with section 3 of the Planning Act, all decisions affecting land use planning matters made after this date shall be consistent with the PPS, 2020. My ministry will be in touch to provide education and training for municipal staff to support implementation of the new policies.

.../2

For more information about the PPS, 2020, please visit [ontario.ca/PPS](http://ontario.ca/PPS) where you will find:

- A digital version of the PPS, 2020
- A link to the decision notice on the Environment Registry of Ontario (ERO #019-0279)

If you have any questions about the Provincial Policy Statement, 2020, please contact the ministry at [provincialplanning@ontario.ca](mailto:provincialplanning@ontario.ca) or by calling 1-877-711-8208.

Sincerely,

A handwritten signature in black ink that reads "Steve Clark". The signature is written in a cursive, flowing style.

Steve Clark  
Minister

c: Planning Head, Planning Board Secretary-Treasurer, and/or Clerks

**Date:** February 4, 2020  
**Report Number:** 2020-01  
**Department:** Minister Morneau  
Minister Freeland  
Minister Fortier  
Minister Joly  
Minister Lametti  
**Subject:** Single Sport Betting



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HOUSE OF COMMONS  
CHAMBRE DES COMMUNES  
CANADA

**1. PURPOSE**

The political realities of gambling policy around Canada sports betting are that **90 percent** of the Canadian population lives **within 100 miles of the U.S. border.**

As a growing number of states begin to legalize single-game betting, the Canadian gaming industry risks seeing that money flee across the border. The rise of single-game betting and sportsbook wagering could also serve as a means of propping up the Canadian casino gambling industry, some of which exist minutes from U.S. population centers.

If Canadians can't place bets in Canada legally, folks are simply going to cross the border and participate in betting there. When you have the likes of the NBA and NHL saying they're fine with the idea, and you consider the reality that it has been going on for years anyway in the grey market of unregulated online betting, it makes sense for us to change the law, modernize and remain competitive.

Ontario's heavily regulated lottery and gaming market means it wouldn't be such a huge leap to add single-event sports betting under the existing regulatory umbrella. For example, the infrastructure is already in place to license casino operators, slot machine manufacturers and others involved in the industry. Part of that process includes compliance and background checks. Companies and individuals are required to provide reams of information about their finances, tax compliance, any litigation history and a laundry list of other items. The framework already exists and doesn't require the creation of alternate compliance apparatus.

For Hincer, single-event sports betting is just the poster child for Canada's broader problem with gambling regulation.

**2. HISTORY, BACKGROUND, EXISTING POLICY**

Until 1985 the only legal forms of **gambling in Canada** were horse racing, bingo and some charitable gambling. In 1969 the criminal code was amended to allow for lotteries as well, spurred on by a desire by the federal government to raise money for the 1976 Montreal Olympics.

And in 1985, the law was amended once more allowing provinces as well as religious and charitable organizations to raise money by way of a "lottery scheme." The term lottery scheme is defined in section 207.1 of the criminal code as follows:

**Definition of lottery scheme***(4) In this section, lottery scheme means a game or any proposal, scheme, plan, means, device, contrivance or operation described in any of paragraphs 206(1)(a) to (g), whether or not it involves betting, pool selling or a pool system of betting other than (a) three-card monte, punch board or coin table; (b) bookmaking, pool selling or the making or recording of bets, including bets made through the agency of a pool or pari-mutuel system, on any race or fight, or on a single sport event or athletic contest; or (c) for the purposes of paragraphs (1)(b) to (f), a game or proposal, scheme, plan, means, device, contrivance or operation described in any of paragraphs 206(1)(a) to (g) that is operated on or through a computer, video device or slot machine, within the meaning of subsection 198(3), or a dice game.*

That amendment led to the creation of land-based casinos in Canada for the first time, video lottery terminals in some provinces and a plethora of new lottery games, including instant win tickets, inter-provincial lotteries, such as Lotto 6/49 and Lotto Max, and a new sports lottery called **Sport Select** in English Canada or **Pari sportif** in Quebec. The earliest Sport Select lottery was called **Pro-Line** in most of Canada and **Sports Action** in British Columbia.

Pro-Line requires bettors to wager on a minimum of three games indicated by a home team win, away team win or tie as defined by the game (e.g. a win of 3 points or less in football is deemed a tie as is a win of 5 points or less in basketball).

A tie in hockey requires a game to go to a shootout and there are no ties in baseball. The lines for the games are quite poor and a toss up game in baseball has a line of 1.70 or -140 for each team. Using a 3-team parlay, the hold is almost 40%, similar to a standard lottery and the odds decrease with every additional team added to the parlay. The requirement of 3 teams or more stems from the Criminal Code law listed above which states that a single game sport event or athletic contest is illegal. In later years parlays on over/under and point spreads along with a betting pool on the day's games were added to Sport Select.

Sport Select has had some success although it never met the revenue expectations that governments thought it would, mostly due to the poor odds, the ban on single game betting and most importantly, the opening of offshore sportsbooks who are willing to take Canadian action and offer Las Vegas style odds, high limits the ability to bet on single game and events such as heavyweight boxing matches. London, England based Bowman's International (eventually sold to Bet365 for Canadian customers) was arguably the first company to take offshore Canadian action although several sportsbooks including Worldwide Telesports (whose Canadian action was also later sold to Bet365), SDB Global and Intertops followed suit. And when the Internet became viable the number of options for Canadians grew exponentially.

It thus made little sense for serious sports bettors to wager on Sport Select for profit and that lottery has become an outlet for casual gamblers almost exclusively.

## **Failed attempt to change the sports betting law**

For this reason, Joe Comartin, a Member of Parliament for the New Democrat Party in Windsor-Tecumseh, put forth a private members bill in 2011 to amend the criminal code by removing 207.1 (4) (b) which would allow for single game sports betting. Along with Comartin's personal convictions on the issue, Casino Windsor as well as the Canadian Gaming Association believed that the enactment of single game sports betting would convince Canadians not to bet offshore or with illegal bookmakers and also, to entice Americans to come north to wager on their favorite sporting events. They knew that Americans from places like Detroit, Buffalo and Seattle would happily drive the short distance to wager on sporting events at casinos in Windsor, Niagara Falls, Ontario or Vancouver rather than having to fly to Las Vegas to bet on sports provided Americans could bet on a single game at fair odds. They also estimated that on weekends and for major sporting events, Americans in the northern states would flock to Canada to wager on games like the Super Bowl or New Year's Day bowl games.

Although Comartin was hopeful, the general expectation was that the bill would likely never get much notice, since private members bills are generally ignored, but to the shock of many, Comartin's bill was not only heard but passed in the House with all party support.

It thus only had to be rubber stamped by the Canadian Senate to become law and up to that point the Senate never vetoed a bill that was passed unanimously in the House. But in this case, the Senate refused to sign it and stalled the bill. There were several reasons the bill did not pass.

First, the Senate argued that the bill only passed in the House on a voice call, rather than actually being discussed and voted on formally, which the majority of the Senate said they were uncomfortable with. Second, the NHL, led by many alumni, asked the Senate not to pass it as they were worried single game betting would affect the integrity of the game. Third, Quebec City was looking to get a new hockey team and those that were bidding for that team were concerned that a positive vote for single game sports betting would hurt their chances. (While that seems far-fetched it is notable that when the Toronto Raptors and Vancouver Grizzlies were bidding for an NBA team, the league only agreed to allow the teams if NBA games were removed from the Sport Select tickets. That dilemma was solved when the teams agreed to pay the provincial governments what was deemed the likely revenue that would have been generated from NBA wagering on Pro-Line). And lastly the Senate was going through a credibility crisis after several incidents plagued with corruption and incompetence were brought to light and there were calls by some political parties and many in the media to have the Senate elected or abolished. Consequently, some in the Senate believed by stalling this bill they would gain some political clout by appearing to be relevant and winning over those in the public who dislike gambling. It worked and the bill was never brought to the House before the next election when the Liberal government took power from the Conservatives. The bill was brought back for a vote after Brian Masse, an M.P. in Windsor West asked the bill to be heard again, but the House officially killed the bill. Things changed dramatically in 2018 when the U.S. Supreme Court repealed PASPA (the law that prohibited wagering on sports in the United States).

That decision has led to New Jersey, Delaware, Rhode Island, Mississippi, West Virginia, Pennsylvania, Iowa, Indiana and Arkansas to pass bills allowing for legal sports betting. New York also had passed a sports betting bill previously when it approved fantasy sports, but until recently they never indicated how or where it would be offered. That question was partially answered when the state agreed to allow the Seneca Indians to offer sports betting at the casinos in Western New York as a pilot. And it is pretty much accepted that other states, including Michigan, will offer sports betting soon. As a result, the provinces and casinos are no longer asking for the ability to offer single game sports betting to get a big draw from U.S. states, but rather to keep Canadian money home.

*"We are about to be left behind," Paul Burns, President and CEO, Canadian Gaming Association told me. "Border states in the U.S. will soon begin to take business away and threatening jobs in Canadian communities, and we continue to sit on the sidelines. We know that Canadians enjoy single-event sports betting because they are wagering approximately \$14 billion annually through illegal channels. We are asking the government to bring about the changes required to realize the full economic potential of single-event sports wagering in Canada.*

*The Canadian gaming industry has world-renowned programs for responsible gaming and some of the best regulatory oversight in existence, and we can't afford to ignore the issue and continue with laws that are outdated, non-competitive and afford no consumer protection. Now is the time for change."*

Many claim that the competitive advantage which would have occurred if the government simply passed the bill when it was brought up for vote in 2016, before the U.S. government repealed PASPA, is gone. It is necessary now to have the bill passed to convince Ontarians to stay at home to gamble rather than crossing the border and betting on sports in Detroit or Buffalo once New York expands their offerings and Michigan starts offering sports betting.

### **3. ACTIONS TAKEN TO DATE**

Fortunately, there are reasons to be optimistic that the bill will pass under this government. First and foremost, the U.S. decision to repeal PASPA makes it much easier for the government to justify amending the law, since Canada will not be trying to outdo the U.S. but rather just keep up with them. Second, the leagues have all come on board with sports betting (save for the NCAA), so it would be hard for the NHL to protest single game sports betting in Canada when they have condoned it and are profiting off it stateside. Third, the NHL allowed a team to operate in Las Vegas, so a sports betting law would not affect the chance of another team in Quebec or other parts of Canada. Fourth, it appears that this may have non-partisan support of the government to work with the Conservatives and NDP to pass legislation and both those parties were supportive of single game sports betting in the past. Senators seeing this support in the house will almost certainly support an amendment to the criminal code.

In fact, it may be prudent and get public support for them if the Senate were to take the initiative to amend the criminal code and strike out 207.1 (4) (b) just as they did the words "dice games" from 207 (4) (c) to allow Casino Windsor to offer craps.



In 1999 the Senate took out ads in the newspapers and radio stations to tell the public that the reasoning for disallowing dice games under the criminal code stemmed back to the pre-confederation days when the British Army was concerned that soldiers were spending too much time rolling dice than fighting wars and thus passed a law banning it. That law was brought forth into Canadian law after confederation. The Senate argued the law was antiquated and meaningless in this day and age and hence it only made logical sense to strike it to help Canadian casinos compete with their American counterparts. It seems logical that they can use the exact same argument now to justify striking out the clause which prohibits single game sports betting.

#### 4. COMMENTS & DISCUSSION

In reality, we in Canada never expected the U.S. Supreme Court to repeal PASPA and many never envisioned a day when sports leagues would welcome betting on their sports. But indeed, those things have happened. Canada must move forward, and provide a leadership role in government to support **single game sports betting** now. Not simply just to get people to stop gambling offshore, but also to stop Canadians from crossing the border to wager on sports. It's no longer a wish but rather a must. The future of Canadian casinos and jobs depend on it.

#### 5. OPTIONS AND FINANCIAL CONSIDERATIONS

The idea would be to provide provinces with three options for putting a sports betting offering into practice. First, it could run a provincial monopoly along the lines of the Crown corporation that operates online casino PlayOLG.ca. Second, the province could launch a request-for-proposals competition to identify a suitable operator to run the enterprise on its behalf. Finally, the market could be opened to private businesses operating under licence, once the Criminal Code has been amended.

Many favour the latter option, given the recent implementation of the private storefront regime for cannabis sales as a regulatory template.

The private operator model is the one that would truly allow for a free market in which companies and individuals who have been involved in the industry for years would be able to bring competitive products to market. If Canadian consumers feel they're being forced to play via a government-run corporation or website when there are sites in other jurisdictions with new and more exciting features, that may not go far enough to minimize the unregulated sport betting territory that exists.

It is estimated that provinces only garner about \$500 million in revenue from the sports lottery products (a figure that has been fairly consistent over the years) and the profits have been less than \$100 million after salaries, advertising and overhead have been taken out. On the other hand, the amount bet offshore and with illegal bookmakers in Canada has been estimated at about \$14 billion.

**6. COMPLIANCE WITH STRATEGIC INITIATIVES**

Ontario Lottery & Gaming has established a vision to develop world-class gaming entertainment for Ontario. Their mission is to generate revenue for the province; stimulate and enhance economic development , and promote high standards of responsible gaming – all in the best interests of the Province of Ontario.

**7. ATTACHMENTS**

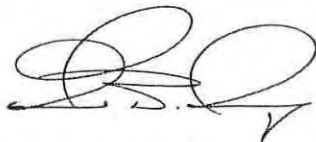
None

**8. RECOMMENDATIONS**

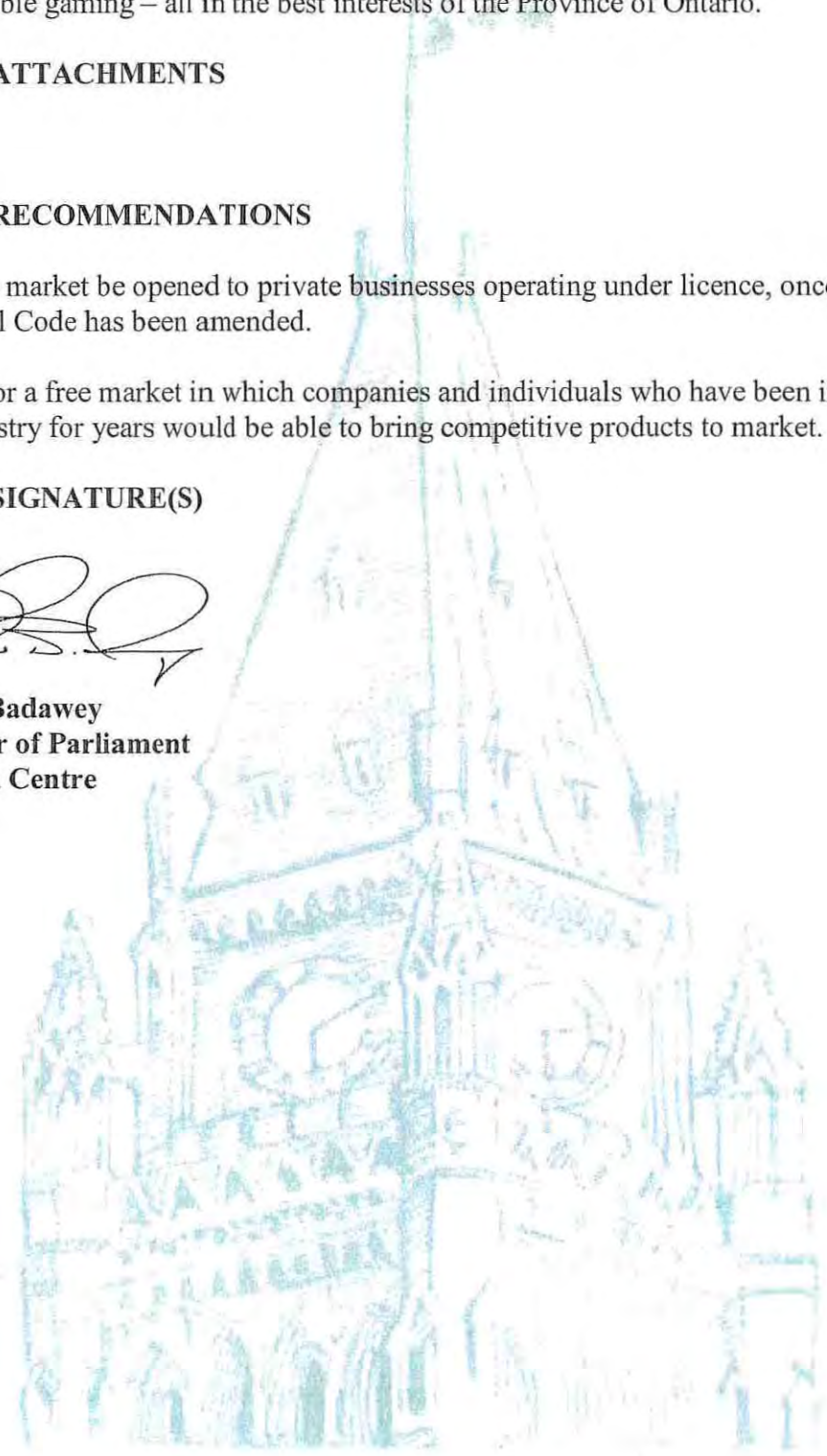
That the market be opened to private businesses operating under licence, once the Criminal Code has been amended.

Allow for a free market in which companies and individuals who have been involved in the industry for years would be able to bring competitive products to market.

**9. SIGNATURE(S)**



**Vance Badawey  
Member of Parliament  
Niagara Centre**



FEB 25 2020

CORPORATE SERVICES  
DEPARTMENT

**Date:** February 7, 2020  
**Report Number:** 2020-02  
**Department:** Minister Morneau  
Minister Freeland  
Minister Fortier  
Minister McKenna  
**Subject:** Re-Branding the Gas Tax Fund  
Building Communities Partnership Fund  
Federal-Municipal Partnership Program

## 1. PURPOSE

The purpose of this document is to present options to Infrastructure Canada on a re-branded Gas Tax Fund, currently delegated to the Federation of Municipalities (FCM), to the *Building Communities Partnership Fund* and doubling it as an enhanced, sustainable, and reliable funding envelope.

Our municipal partners are the closest to our communities and an enhanced program will ensure positive outcomes for municipal Asset Management Plans, Community Improvement Planning and local Climate Change priorities.

## 2. HISTORY, BACKGROUND, EXISTING POLICY

Infrastructure is generally considered to include roads, bridges, drinking and waste water infrastructure, communications installations and services, public transit (including the vehicles themselves), and cultural and recreational/sport facilities. Government-owned airports, airlines, ports, ferry services, railways, energy generation facilities, social housing, and child care centres may also be included when referring to public infrastructure.

Public infrastructure is a multijurisdictional issue in most countries and the following sections summarize the situation in Canada.

The division of powers between the federal and provincial governments is set out in the Constitution Act, 1867. Sections 92(10), (13) and (16) confer jurisdiction of all local works and undertakings, all property and all matters of a local or private nature, such as public infrastructure, to the provincial legislatures and territories. The federal government, on the other hand, retains jurisdiction over all interprovincial, international and strategically important undertakings.



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HOUSE OF COMMONS  
CHAMBRE DES COMMUNES  
CANADA

Through nation-building programs in the early 20<sup>th</sup> century, the federal government built and became the owner of a great deal of public infrastructure (e.g., airports, Air Canada, Canadian National Railways, the St. Lawrence Seaway, telecommunications) in the first half of the 20<sup>th</sup> century, but over recent decades has reduced its share of the national total (\$Billions in net stick) to a small one. As of 2013, the federal government owned less than 2% of roads, bridges, public transit, water, wastewater, culture, recreation and communications infrastructure in Canada.

Provincial/territorial governments held 41% of this “core” public infrastructure and municipal governments are retaining 57%.

Since 2000, the federal government policy has been to make significant contributions to public infrastructure owned by other jurisdictions to catch-up somewhat on the previous decade’s trend of low government investment in infrastructure. Infrastructure Canada is the lead department for federal investments in provincial, territorial and municipal infrastructure. Other federal departments and agencies act as delivery partners for some Infrastructure Canada funds and also make some investments from their own budgets. According to data prepared by Infrastructure Canada, annual federal investments in public infrastructure increased from \$400 million in 2002 to over \$4.7 billion in 2013

Municipalities own the majority of public infrastructure in Canada. Assessing assets regularly allows infrastructure owners to initiate timely repairs and rehabilitation, which maximizes the asset’s useful life and helps owners determine when to replace it. The House of Commons Standing Committee on Transport, Infrastructure and Communities (TRAN) noted in June 2015, however, that most municipalities “lack the capacity and resources to effectively track the status of their infrastructure and make informed investment decisions. In its 2015 report, TRAN recommended that “the federal government continue to encourage capacity building in asset management for municipalities. Capacity building” is an eligible investment category under the Gas Tax Fund and municipal associations at the provincial and territorial level can also assist municipalities with asset management.

In the past five years, FCM, the Association Municipalities of Ontario (AMO) and other public infrastructure stakeholders (e.g., national representatives of the construction industry, civil engineers and urban transit services) have conducted two national assessments of public infrastructure in Canada. According to this group’s 2016 report, the total value of core municipal infrastructure assets is estimated at \$1.1 trillion dollars. The group found that “one-third of municipal infrastructure is in fair, poor or very poor condition, increasing the risk of service disruption.” They also concluded that current levels of investment in municipal infrastructure are lower than those targeted by experienced asset management professionals.

### **3. ACTIONS TAKEN TO DATE**

The Federal Government Standing Committee on TRAN conducted an exploratory study to examine the role of smart infrastructure as an economic and sustainable development tool, including the role of Community Improvement/Growth Plans and Smart Cities initiatives.

Additionally, the then Minister of Environment and Climate Change continued to lead a process that will offer relief to taxpayers through a plan to put a price on Pollution.

This document presents a strategy to put in the pockets of Canadians, tax relief through a re-branded (Gas Tax Fund), sustainable funding envelope that flows directly to our municipal partners, ensuring positive narratives attached to Asset Management, Community Improvement Planning and Pollution Pricing.

#### 4. COMMENTS AND DISCUSSION

The emphasis of this funding envelope is that annual funding to our local level partners will be leveraged between the federal, and municipal governments, as well as in some cases, the provinces/territories and the private sector.

The *Building Communities Partnership Fund* would ensure disciplined asset management and therefore, both sustainability and returns on capital investments. It also encourages a discipline to prioritizing leveraged capital investments to be dedicated to infrastructure debt.

Furthermore, this approach eliminates individual local projects (at times, under one CIP) from competing with each other for funding, with direction being established through municipal strategies/priorities – taking into consideration expected returns on investment based on a Triple Bottom Line lens - ie: Economic, Environment, Social. **The goal would be to double the current “Gas Tax” funding arrangement as contained within the 2019 budget, to satisfy a backlog of executing municipal strategies/priorities due to the lack of sustainable financial resources which highly depend on both property taxes and water/wastewater capital (fixed) and operational rates.**

As a component of an overall National Infrastructure Strategy a re-branded, dedicated, sustainable infrastructure funding envelope for municipal strategies/priorities will align local strategies with national strategies to therefore, ensure local strategic outcomes are realized through leveraged strategic investments.

*“In a world where infrastructure is truly smart, sensing technologies are embedded in infrastructure and the equipment it interacts with. These sensors are connected to a communication backbone which allows real-time data acquisition and analysis. The information gathered is analysed, interpreted, and delivered as reliable, robust and meaningful information to infrastructure providers, who can then make better-informed decisions about the structural health and maintenance of their assets. In a sensing environment, infrastructure is able to respond in real time to users' needs. Self-aware infrastructure assets direct their own maintenance, leading to condition-based maintenance, reduced down time and greater operational efficiency of the infrastructure overall. In theory, better information leads to an enhanced understanding of the behaviour of infrastructure. The impact of this will lead to transformations in the approaches to design and construction, as well as step changes in improved health and productivity, greater efficiency in design and performance, low carbon society and sustainable urban planning and management.”*

*Cambridge Centre for Smart Infrastructure*

## 5. OPTIONS AND FINANCIAL CONSIDERATIONS

Our government will invest \$180 billion over the next 11 years into Canadian towns, cities and trade corridors to provide cleaner air and water, better neighbourhoods for our kids, and smarter, more connected communities. This includes:

- Investing an additional \$81 billion in transportation, including public transit, as well as in green and social infrastructure, in order to support trade, create new jobs, and help build strong, healthy communities.
- Specifically with regard to green infrastructure, the Government has committed to investing \$21.9 billion over 11 years to reduce greenhouse gas emissions, and to provide communities with clean air and safe drinking water.
- Recognizing that Canada is a trading nation, the Government is strategically investing \$10.1 billion in order to build effective and efficient trade corridors in order to best get Canadian goods to international markets.
- In supporting these trade corridors, the Government also created the *Invest in Canada Hub*, to promote Canada, and to work with global companies to increase foreign investment in Canada.
- Understanding the importance of social infrastructure, the Federal Government has committed to investing \$21.9 billion in the areas of affordable housing and homelessness prevention, early learning, child care, and cultural and recreational infrastructure.
- Injecting \$15 billion in a new Canada Infrastructure Bank, combining the strengths of the private and public sectors in order to build the next generation of infrastructure, building smart communities for Canadians across the country.

This report has outlined and is seeking to re-brand the Federal Gas Tax Fund program, a dedicated, sustainable infrastructure funding envelope for municipal strategies/priorities.

- Administrative considerations:
  - ✓ Re-brand the Gas Tax Fund as an all-encompassing fund, dedicated to sustainable funding for Asset Management and financing of same under the Public Service Accounting Board (PSAB) requirements, Community Improvement Planning (CIP), local and regional Climate Change strategies.
  - ✓ Fund the program through revenues accruing from Pollution Pricing.
  - ✓ Continues to be administered by the FCM/AMO.
- I believe these options will highlight the following, creating a narrative that will attach itself to:
  1. Partnering and investing in Canadians by building communities, alleviating the burden on Property Taxpayers and Water/Wastewater ratepayers.
  2. Creating and communicating a funding envelope that will invest 10% of the accrual from pollution pricing back to municipal (Property and Water/Wastewater) taxpayers and small and medium sized businesses through a *Building Communities Partnership Fund*.

3. Retail Politics - A government that is listening to “grassroots” priorities, in turn, setting the platform for the next election. The very people we are working to attract as supporters will be our champions.
- ✓ **Canadians are already paying the costs of climate change, such as higher property tax bills and water/wastewater billing**, in particular, the capital fixed rate and growing financing of debt.
  - ✓ Pollution isn’t free: pollution costs Canadians with more extreme weather like floods, droughts, and wildfires, which carry economic costs and create risks to our health. Pricing pollution is a cost-effective way to fight climate change. We’re making big polluters pay and putting money back in the pockets of families.
  - ✓ The consistent need to fix the degradation of infrastructure, repairs and capacity issues from inclement weather (100 year storms are now 5 year storms, therefore needing enhanced infrastructure), as well as increased power costs, insurance rates, community services, operational services, public health, environmental, accessibility and emergency services is placing an ever increasing burden on **property taxpayers and water/wastewater ratepayers**.
  - ✓ Not unlike development charges where the “growth related” costs are paid for by the developer who creates the “growth related” costs vs. the property taxpayer – pollution pricing ensures that “pollution related” costs are paid by the polluter vs. the property taxpayer.
  - ✓ Through this pollution pricing system, we are offsetting the costs to the property taxpayer and water/wastewater ratepayer by placing the costs of pollution on the polluter and returning the revenues directly to Canadian families, small and medium sized businesses, municipalities, universities/colleges, schools, hospitals and indigenous communities. Canada is showing leadership by placing the cost of pollution on polluters not on local taxpayers who pay for the impacts of climate change annually.
  - ✓ **Our federal government will not download pollution related costs to the property taxpayer. Unfortunately, some provincial governments will as Mike Harris did in the late 90’s. Along with a strong endorsement by Andrew Sheer, Doug Ford has full intention to download these costs on the shoulders of Ontario families!**
  - ✓ Now is the time to fight climate change for our next generation, including our young ones from coast to coast to coast.
  - ✓ We are putting a price on pollution, which creates incentives to reduce emissions and keeps jobs in Canada. Read more on climate action here: <https://www.canada.ca/.../clima.../pricing-carbon-pollution.html>
  - ✓ Our government is ensuring that polluting isn’t free and is giving more money back to Ontario families. In 2019, a family of four in Ontario will see a Climate Action Incentive of \$307. Additionally, we will invest in climate change related costs in partnership with our partners.

## 6. COMPLIANCE WITH STRATEGIC INITIATIVES

The recommendations contained herein align with the Investing in Canada plan programs. More importantly, the recommendations align with Municipal strategic initiatives, ensuring disciplined asset management and therefore, both sustainability and returns on capital investments. It also encourages a discipline to prioritizing leveraged capital investments to be dedicated to infrastructure debt.

## 7. ATTACHMENTS

None

## 8. RECOMMENDATIONS

That the federal government re-brand the Gas Tax Fund as an all-encompassing *Building Communities Partnership Fund – Federal-Municipal Partnership Program*, dedicated to sustainable funding for Asset Management and financing of same under the Public Service Accounting Board (PSAB) requirements, Community Improvement Planning (CIP), local and regional Climate Change strategies;

And that the federal government double the current “Gas Tax” funding arrangement as contained within the 2019 budget;

And that the federal government fund the program through revenues accruing from Pollution Pricing;

And that the fund continues to be administered by the FCM/AMO.

## 9. SIGNATURE(S)



**Vance Badawey**  
**Member of Parliament**  
**Niagara Centre**





**Vance Badawey**  
Member of Parliament  
Niagara Centre

**Date:** February 7, 2020  
**Report Number:** 2020-03  
**Department:** Minister Morneau  
Minister Freeland  
Minister Fortier  
Minister McKenna  
Minister O'Regan  
Minister Garneau  
Minister Wilkinson  
Minister Jordan  
Parliamentary Secretary Duguid  
**Subject:** Great Lakes

**PURPOSE**

The purpose of this report is to highlight the critical importance of investing in the long-term health and sustainability of the Great Lakes and the Great Lakes Basin via the establishment and deployment of a comprehensive, thoughtful and fully-funded strategy that is based in sound science and community support. This investment imperative extends beyond the addressing of pressures affecting water quality, industrial utilization of the resource and short-term situational limitations by capitalizing on the wealth of ecological/environmental, social/cultural and economic/innovation benefits, also known as the "Great Lakes' Triple Bottom Line." For clarity, the Great Lakes Basin is depicted below:

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HOUSE OF COMMONS  
CHAMBRE DES COMMUNES  
CANADA

## **2. HISTORY, BACKGROUND, EXISTING POLICY**

The Great Lakes are a series of interconnected freshwater lakes primarily in the upper mid-east region of North America, on the Canada/US border, which connect to the Atlantic Ocean through the Saint Lawrence River. The basin comprises Lakes Superior, Michigan, Huron, Erie, and Ontario. The Great Lakes are the largest group of freshwater lakes on Earth by total area, and second-largest by total volume, containing 21% of the world's surface fresh water.

The waters of the Great Lakes and St. Lawrence River, and the basin's many rivers and streams, play a critical role in sustaining the health of aquatic, riparian and terrestrial ecosystems, supporting more than 3,500 of plants and animals, including one-fifth of all fish species in North America.

These inland oceans play an important cultural and ecological role in the development of the communities in the Basin but their economic function is substantial to the region, provinces/states and to the national economy of both Canada and the United States. By way of examples, the Great Lakes are a source of direct employment for 107,000 Canadians (Labour Income is estimated at \$6.4 billion), contain a recreational fishery values at more than \$13 billion, yield government revenues of \$6.1 billion, and represent an overall economic value equivalent to 0.6% of the entire Canadian GDP.

Home to one in three Canadians, the Great Lakes Region drives Canada's economy and exports to the U.S and around the world, accounting for 30% of combined Canadian and U.S. economic activity and employment.

Despite all of this, for many years, the Great Lakes have been harnessed for large-scale shipping operations, human waste disposal, commercial fishing operations, industrial development and energy production. While these functions have bolstered the economic value of the Lakes, the yield has taken an ecological toll that now threatens the long-term viability and sustainability of the resource. There are now 180 non-native species residing within the Lakes (many are highly destructive), some fish stocks are in decline, beach and water quality is diminishing, and issues such as shoreline erosion and nutrient management concerns are intensifying due to over use, mismanagement and climate change. Clearly, restoration is not enough; the Great Lakes need stewardship as well.

## **3. ACTIONS TAKEN TO DATE**

To date, government policy at all levels has traditionally been ad hoc. Various government regulators limit and mitigate shoreline runoff, waste discharge, and the drawing of water resources from the Basin but considerable process and knowledge challenges remain.

Additionally, hardening of the shoreline has several known negative impacts and, as a consequence of new science, more are emerging. For example, new research shows that shoreline hardening has mostly negative effects on estuarine inhabitants. In a recent study sponsored by the US-based National Centres for Coastal Ocean Science, researchers examined 15 common fish and invertebrate species in tributaries of the Chesapeake Bay and Delaware Coastal Bays.

The study sites included natural wetlands, beaches, and hardened shorelines in watersheds with differing topography and variations in the amount of urban and agricultural land cover. Hardened shorelines generally had lower numbers of small-bodied fishes at the local scale. Larger-bodied species were more numerous directly adjacent to hardened shorelines, but not further offshore, indicating that the positive effect was likely due to the greater water depth associated with the hard shoreline.

There is also a significant body of evidence emerging to indicate that shoreline hardening techniques, particularly riprap, has a negative effect on the abundance of submerged aquatic vegetation which is critical for shoreline and ecosystem health and sustainability. Ontario's current policy posture on shoreline hardening is based largely on information gleaned in the 1980s. The state of knowledge has evolved in the past 40-years and this evolution has prompted several US sources to alter their approach and their thinking as it underpins certain policy frameworks on the subject. It is our view that, if Ontario is to keep pace, it must alter its approach accordingly.

On the subject of shoreline management, particularly as it relates to the removal of dams and the restoration of rivers to their free-flowing state, current practice is much more than a trend. In fact, this kind of naturalization of waterways is premised in sound science and good practice. While it is true that dams and barriers are often considered positive landscape features because they can generate power, provide recreational opportunities, block invasive species, and prevent contaminant and disease transfer upstream in an aquatic system, the flip side of that coin is that barriers can also reduce ecosystem function by reducing species richness, fragmenting habitats, impairing animal movements, impounding water, increasing temperature, and altering sediment transport. Many native species require connectivity between lakes and tributary habitat to complete their lifecycle. Addressing the tension between improving aquatic connectivity for fishery restoration versus using dams and barriers for invasive species management is one of the biggest issues facing the Great Lakes. Besides labour intensive trap-and-sort operations where desirable fishes are manually separated from non-desirable fishes, a solution to remove invasive fishes and provide upstream access for desirable fishes remains elusive. A major question is can we connect lakes and tributaries to benefit desired species in a way that prevents unacceptable risks from detrimental species, such as the sea lamprey, which can kill up to 40lbs of fish? In this context, I would draw your attention to the Great Lakes Fisher Commission's FishPass Project (<http://www.glfc.org/fishpass.php>).

In short, FishPass will be the capstone of a ~20-year restoration project on the Boardman (Ottaway) River, Traverse City, Michigan, re-connecting the Boardman River with Lake Michigan. The mission of FishPass is to provide up- and down-stream passage of desirable fishes while simultaneously blocking and/or removing undesirable fishes. FishPass will replace the deteriorating Union Street Dam in downtown Traverse City, Michigan with an improved barrier featuring a fish-sorting channel and a nature-like river channel. Once constructed, scientists will optimize various sorting technologies and techniques below the barrier to maximize efficiency of passing desirable fishes and removing invasive fishes. For example, water velocity barriers, light guidance, video shape recognition, and eel ladder style traps are just some technologies that could be integrated at the facility to sort fish and effectively pass or remove animals.

The result will be a world-class technology and research center in a park-like setting. All this to suggest that we can't think of inland water and watershed management as something apart from management of the Great Lakes more broadly. In this vein, projects like FishPass would seem to compliment some of the thinking already prevalent within groups like Conservation Ontario and the Department of Fisheries and Oceans (Fisheries Management Plans). Connecting these dots is an essential next step towards holistic Great Lakes/Great Lakes Basin health.

On the Municipal level, maintaining a reliable body of localized knowledge and resources with respect to habitat, watershed and ecosystem management is critical for several reasons. Of course, this is a challenge for governments at all levels when weighed against the more publicly visible objectives such as residential, commercial and industrial development. Notwithstanding certain public perceptions, it has been repeatedly proven that development is more sustainable, desirable and successful when done in a manner consistent with good stewardship of natural resources. For example, traditional 1960s-style residential development calls for practices such as clear cutting of trees, tiling of all water sources, and levelling of natural topography in ways that permit uniformity of housing design and neighbourhood layout. In contrast, select local governments in the Great Lakes region are now adopting secondary plans that directly incorporate nature features into new housing developments which permit developments to generate interest and command higher prices while concurrently appealing to a public demand for unique and sustainable options. As one example, the Municipality of Strathroy-Caradoc and the St. Clair Region Conservation Authority recently partnered to develop a secondary plan for a North Meadows subdivision. This innovative residential development approach has been described by the Municipality as follows:

“The North Meadows Secondary Planning Area is intended to provide a well-integrated pedestrian scaled residential community comprising of a range of residential dwelling types and densities that includes enhanced streetscaping, urban design and parkland/trail features. Further, it will be sensitive to the significant natural features and corridors of the area and maintain the unique pedestrian connection between the north end of Strathroy and its downtown.”

Nationally, Canada has adopted the International Marine Organization Standard for ballast water restrictions, has promulgated tough regulations prohibiting the live importation of certain harmful invasive species, and continues to participate in binational efforts to manage the fishery and to control invasive species such as Sea Lamprey.

Perhaps most encompassing has been the development of a clear roadmap for Canada to address the most pressing problems in the Great Lakes and St. Lawrence regions. Starting in 2018, the Department of Environment and Climate Change seized a leadership opportunity by investing \$406,980.00 in the establishment of new collaborative effort to research and develop a broad, comprehensive and fully-funded strategy for the health and long-term sustainability of the Great Lakes and St. Lawrence River.

Action Plan 2030 is the product of a nine-month, intensive study and consultation process. With funding from Environment and Climate Change Canada, five leading Great Lakes and St. Lawrence organizations (the Great Lakes Fishery Commission, the Great Lakes St. Lawrence Cities Initiative, the Council of the Great Lakes Region, Freshwater Future Canada, and Stratégies Saint Laurent), convened the Great Lakes St. Lawrence Collaborative, a stakeholder-led process to find new and innovative ways to protect the Great Lakes and St. Lawrence. Action Plan 2030 for Great Lakes Protection is the first part of the Collaborative's work.

Action Plan for St. Lawrence Protection will follow in early 2020. Action Plan 2030 was prepared under the direction of an Expert Panel co-chaired by two esteemed environmental specialists, Mr. Gord Miller, former Environment Commissioner of Ontario, and M. Jean Cinq-Mars, Québec's former Sustainable Development Commissioner.

Working closely with close to 100 experts, stakeholders, and indigenous advisors, the collaborators studied new approaches to tackle four complex challenges facing the Canadian portion of the Great Lakes – climate change, toxics and other harmful pollutants, nutrients that contribute to harmful algal blooms, and bacteriological contamination of beaches. With this strategy, Canada has a tremendous opportunity to stop current degradation and achieve true remediation.

#### **4. COMMENTS & DISCUSSION**

The Great Lakes and St. Lawrence Strategy (Action Plan 2030) is the culmination of a comprehensive and open process with close to 100 experts, stakeholders, and indigenous advisors designed to tackle four complex challenges facing the Canadian portion of the Great Lakes and the St. Lawrence.

With funding from Environment and Climate Change Canada, five leading Great Lakes and St. Lawrence organizations (the Great Lakes Fishery Commission, the Great Lakes St. Lawrence Cities Initiative, the Council of the Great Lakes Region, Freshwater Future Canada, and Stratégies Saint Laurent), convened the Great Lakes St. Lawrence Collaborative, a stakeholder-led process to find new and innovative ways to mitigate climate change, toxics and other harmful pollutants, nutrients that contribute to harmful algal blooms, and bacteriological contamination of beaches.

With this strategy, Canada has a tremendous opportunity to stop current degradation and achieve true remediation within a fiscally feasible framework and an attainable series of objectives.

Failure to respect the vision set out by the participants and/or to build upon the work and commitment already advanced by the Department would be an abdication of our responsibilities from an economic, ecological and cultural incline.

While the Action Plan price-tag of \$100 million a year for 10 years is not inconsequential, it represents only a small fraction of the total economic dividends provided to Canada by the Great Lakes each year.

## **5. OPTIONS AND FINANCIAL CONSIDERATIONS**

Implementing Action Plan 2030 will require substantial, sustained investment. Per the recommendation of the Action Plan, the Federal Government should lead the charge by providing \$100 million per year over ten years, leveraging contributions from other levels of government and other sources of financing. Action Plan 2030 is inspired by the U.S Great Lakes Restoration Initiative (GLRI), a federal program which has delivered more than \$3 billion in funding over the last decade for restoration on the U.S. side of the Great Lakes.

GLRI is supported strongly by both major political parties in the United States. The Canadian side of the Great Lakes needs an equivalent level of financial investment and political commitment from all parties to ensure the long term protection of the lakes on both sides of the border. Moreover, ideally, the GLRI and the Canadian Strategy would, someday, be in alignment.

The Action Plan to Protect the Great Lakes (Action Plan 2030) is a 10-year, 100-million-dollar-per-year strategy to protect the Great Lakes and those who live by them from four threats: climate change, toxics exposure, harmful algal blooms, and contaminated beaches. Progress in protecting the Great Lakes is not keeping up with the intensifying impacts of climate change, population growth, and farming and industrial activity. A new approach is needed. By targeting sources of pollution having the worst impact and helping communities at greatest risk, the Action Plan proposes fifteen strategic and surgical interventions using new kinds of collaboration, technologies and big data. Action Plan 2030 calls on the Governments of Canada, in collaboration with the Government of Ontario, to invest in and deliver these 15 critical actions to protect the Great Lakes and those who live in the region, and to commit to \$100 million-a-year, for 10 years, to implement them.

Why should Canada invest in Action Plan 2030?

- Because it would protect Great Lakes shoreline communities and ecosystems that are most vulnerable to high water levels by making them climate resilient;
- Because it would reduce exposure to pollution;
- Because it would reduce nutrient release and in so doing, would reduce the occurrences of harmful algal blooms;
- Because it would make contaminated beaches clean and safe by eliminating sources of untreated sewage and other sources of contamination.

## 6. COMPLIANCE WITH STRATEGIC INITIATIVES

In the federal election of 2019, progressive voters clearly articulated that climate change mitigation and general economic stewardship must become a national priority.

The Liberal Party Platform proposed several bold initiatives including:

*“We will keep Canada’s fresh water safe and clean, even in a changing climate.*

No resource is more important to people than fresh, clean water – our lives and livelihoods depend on it. At the same time, the serious and damaging effects of climate change – from storms and floods to wildfires and droughts – threaten our ability to properly manage this precious resource.

To ensure that Canada is better prepared to protect and manage our fresh water in a changing climate, we will move forward with a new Canada Water Agency. The Agency will work together with the provinces and territories, Indigenous communities, local authorities, scientists, and others to find the best ways to keep our water safe, clean, and well-managed.

We will also continue to move forward with greater protection for the Great Lakes – the largest body of fresh water on Earth – and other large lakes like Lake Winnipeg.”

This platform pledge was further refined in the ministerial mandate letters released by the Prime Minister as noted herein:

*“... work together with the provinces, territories, Indigenous communities, local authorities, scientists and others to find the best ways to keep our water safe, clean and well-managed... Develop further protections and take active steps to clean up the Great Lakes, Lake Winnipeg, Lake Simcoe and other large lakes.”*

*- Mandate Letter to Wilkinson*

“...create good middle class jobs and opportunity for coastal communities while advancing our conservation objectives... Make new investments in marine science and fighting invasive specie... Use good scientific evidence and traditional Indigenous knowledge when making decisions affecting fish stocks and ecosystem management.”

- *Mandate Letter to Minister Jordan*

The Action Plan 2030 was an open-door process that utilized extensive research and collaboration with industry experts, stakeholders and community groups. In essence, a model similar to that of the Great Lakes Regional Collaborative was deployed and then augmented via tools such as issue tables, to ensure a scientific and community consensus.

It is worth noting that the Action Plan 2030 would allow the government to meet its platform and mandate letter commitments in a manner that is far more expedient than would be possible had the Department of Environment and Climate Change not demonstrated the leadership it did when it first tasked the Great Lakes and St. Lawrence Collaborative with the creation of the strategy.

## 7. ATTACHMENTS

- ✓ Why Ontario is struggling to fight Lake Erie’s toxic green goo  
Scientists are warning that the province may not be able to meet phosphorus-reduction targets for the lake — so what’s putting Ontario behind schedule?  
*By **Mary Baxter** - Published on October 1, 2018*
  
- ✓ U.S. Congress Approves Bill for Protecting Great Lakes Communities from Impacts of Climate Change  
*Posted on December 11, 2019 - Doug Draper*  
  
Measure Introduced by Buffalo, New York-Area Congressman Brian Higgins Addresses Algal Blooms in the Great Lakes
  
- ✓ Protecting the Great Lakes and St. Lawrence  
Part 1: Great Lakes Action plan 2030  
June 2019



## 8. RECOMMENDATIONS

The Action Plan 2030 recommends:

### *Protect Shoreline Communities*

1. The Governments of Canada and Ontario commit to establishing and funding Shoreline Resiliency Priority zones to identify and address significant threats from climate change (high water levels, stronger wind/wave energy, erosion, sudden spring thaws, ice jams) impacting natural and built infrastructure on Great Lakes shorelines, with an emphasis on naturalization and green infrastructure solutions, beginning with five shoreline priority zones: i. Central Western Lake Erie (Chatham-Kent, Leamington) ii. Central Lake Huron (Amberley to Grand Bend) iii. Central Lake Ontario (Toronto to Prince Edward County) iv. North Central Lake Superior (Fort William First Nation, Thunder Bay) v. Southeastern Georgian Bay (Penetanguishene, Tiny Township).
2. The Government of Canada create a climate data subportal for Great Lakes priority zones within the Canadian Centre for Climate Services portal.
3. The Ontario Government, through the Ministry of Natural Resources and Forestry, and Conservation Authorities, invest further in the development of Light Detection and Ranging (LIDAR), flood plain mapping, and monitoring/modelling data to benefit shoreline communities.
4. The Governments of Canada and Ontario offer ongoing guidance and funding (on a competitive basis) to all shoreline municipalities and Indigenous communities to support actions to make their shorelines more climate resilient.

### *Reduce Exposure to Toxics*

5. The Government of Canada develop a targeted environmental and human health effects monitoring, human biomonitoring and surveillance program to provide early detection of unexpected effects in the Great Lakes basin that feeds directly into a regulatory and non-regulatory response plan to reduce exposure.
6. The Government of Canada develop guidelines to guide the generation and communication of data collected through the surveillance program and develop Guidance on the Appropriate Response to Exposure and Effects surveillance program data.
7. The Government of Canada introduce a Strategy to Promote Substitution of Harmful Chemicals in Products, including a Centre for Chemical Substitution, and a Chemical Substitution Recognition Program.

### *Accelerate Nutrient Reduction*

8. The Governments of Canada and Ontario adopt a targeted, geographically specific approach to reducing nutrients entering the Great Lakes, employing precision conservation and stormwater optimization, to bridge the gap between farm scale conservation implementation and urban stormwater management with broader water quality impacts.
9. The Ontario Government, with support from the Government of Canada, develop a data management strategy and tools to support the precision conservation approach and to facilitate the collection and use of datasets (e.g. elevation, soil type, property boundaries, land use) needed to prioritize properties, and best practices, and to coordinate monitoring and modelling data at a watershed level.
10. The Governments of Canada and Ontario, together with partner universities, Indigenous communities, and relevant organizations, create a Centre for Water Quality and Nutrient Management to generate and coordinate information to support precision conservation and stormwater optimization approaches in the Great Lakes Basin.
11. The Governments of Canada and Ontario designate a dedicated network of extension workers that receive standardized training and provide consistent technical advice to farmers.
12. Where subwatershed modelling and monitoring identifies urban areas as significant contributors of phosphorus loading, the Government of Ontario require the relevant municipalities in consultation with conservation authorities to develop an urban stormwater optimization/prioritization plan with steps to achieve measurable phosphorus reductions.


### *Clean up Contaminated Beaches*

13. The Ontario Government introduce a new risk-based categorization system for Ontario beaches, and require actions of owners of 'impaired' beaches that have chronic bacteriological contamination issues.
14. The Government of Ontario create and maintain a central portal with beach quality information, including information on the 'status' of the beach (based on four categories: impaired, fair-good, good-excellent, under CSO advisory).
15. The Government of Ontario amend the Public Health Ontario's Public Beach Water guidance on test methods for E. coli to allow for alternate testing methods other than membrane filtration as per Ontario Ministry of Environment, Conservation and Parks (MECP) guidance on drinking water testing methods.

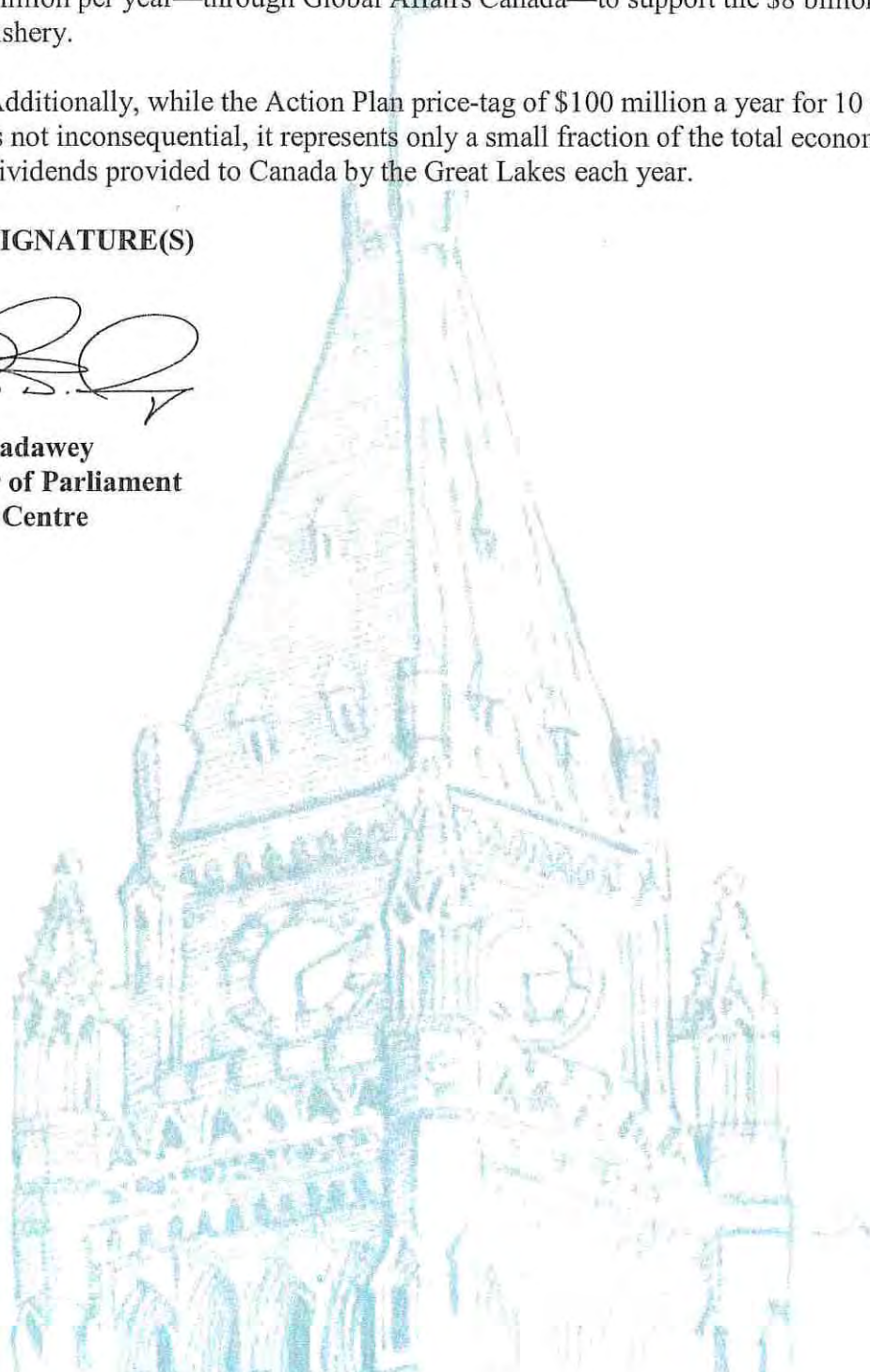
The above, coupled with increased invasive species control and science funding to organizations such as the Great Lakes Fishery Commission (as articulated by the Commission during its February 6<sup>th</sup>, 2020 testimony to the Standing Committee on Finance), will provide a long-term Great Lakes strategy that is far more comprehensive and holistic than any plan previously proposed in Canadian history. The Great Lakes Fishery Commission should be funded at \$19.44 million per year—through Global Affairs Canada—to support the \$8 billion fishery.

Additionally, while the Action Plan price-tag of \$100 million a year for 10 years is not inconsequential, it represents only a small fraction of the total economic dividends provided to Canada by the Great Lakes each year.

**9. SIGNATURE(S)**



**Vance Badawey  
Member of Parliament  
Niagara Centre**



## ATTACHMENTS

Why Ontario is struggling to fight Lake Erie's toxic green goo

Scientists are warning that the province may not be able to meet phosphorus-reduction targets for the lake — so what's putting Ontario behind schedule?

By *Mary Baxter* - Published on October 1, 2018



CHATHAM-KENT — The water-filtration system near the edge of Louis Roesch's Chatham-area soybean farm doesn't look like much — just a couple of concrete pads and a few plastic barrels.

But below ground, important work is being done, as the system absorbs phosphorus from agricultural runoff. “We’re trying to capture phosphorus [at the edge of the field] before it enters the waterways,” explains Colin Little, agricultural program coordinator for the Lower Thames Valley Conservation Authority, on a muggy morning in late July.

The system, which cost about \$12,000 and serves 25 acres, is part of a larger effort by the [Thames River Phosphorus Reduction Collaborative](#) — established in 2015 and made up of the [Great Lakes and St. Lawrence Cities Initiative](#), the Ontario Federation of Agriculture, and various local groups, including the conservation authority — to test phosphorus-reduction methods that focus on the areas between the edge of the farm fields and Lake Erie.

The collaborative is planning to test a number of such methods, which could end up being adopted by farms on both sides of the border, says Randy Hope, mayor of Chatham-Kent and co-chair of the collaborative.

Ever since 2012, when Canada and the United States signed [an agreement pledging to take action on high phosphorus levels in Lake Erie](#), the two countries have been working to make a dent. Canada’s public and private sectors have shelled out [at least \\$30 million on research and pilot projects](#) aimed at identifying the sources of the phosphorus leaking into the lake and at developing ways to eliminate them — [and the toxic algae blooms they produce](#).

In 2016, the two countries committed to reducing the amount of phosphorus in the lake’s western and central basins by 40 per cent by 2025 (using 2008 levels as a baseline). Ontario has established an interim target of a 20 per cent reduction by 2020. The U.S. has the next seven years, then, to reduce its annual phosphorus loads by 3,316 tonnes. As Canada is responsible for far less phosphorus runoff, its target is far lower, at 212 tonnes.

But this binational effort to save Lake Erie is progressing much more slowly than a previous rescue attempt, mounted after phosphorus levels ballooned in the 1960s and '70s. Then, a [\\$7.5 billion cleanup effort](#) took only a decade to produce results. Today, scientists are expressing doubts that Canada and the U.S. will be able to meet their targets.

“I’m not saying yes or no; I’m saying I don’t think that the science is there to say definitely that we can,” says Nandita Basu, an engineering and environmental-sciences professor at the University of Waterloo whose research helps predict how long it will take water-quality-improvement measures to take effect.

Part of the issue is that the lake’s current algae problem is more complicated than the one it faced last century, says Andrea Kirkwood, an environmental microbiologist who serves as an adviser to the Great Lakes International Joint Commission, which assists Canada and the U.S. in finding solutions to problems in internationally shared waters. The sources of phosphorus and phosphates were easy to identify: detergents and inadequate sewage treatment. “Cause and effect was very obvious,” she says. After phosphates were restricted and sewage-treatment processes improved, the blooms disappeared.

The phosphorus entering Lake Erie today, though, comes primarily from commercial fertilizer and manure. And agricultural runoff isn’t as easy to control as wastewater from urban areas.

A [February report](#) from the International Joint Commission estimates that 40,000 tonnes of phosphorus-laden fertilizer leak into the lake’s western basin annually. Around 72 per cent of that comes from U.S. farms, and the remaining 28 per cent comes from the Canadian side. Scientists have traced Canada’s phosphorus loss to land around the Thames River watershed and tributaries that run through Leamington in Essex County.

The agriculture industry is voluntarily working on several different fronts to reduce nutrient losses. Responding to a [campaign to reduce fertilizer use](#) that is being led by the Ontario government and industry groups such as Fertilizer Canada, many farmers are adopting new technologies, such as computerized systems and mapping that allow them to sync the amount of fertilizer they apply with local field conditions. They're also changing farming practices — burying fertilizer beside seeds when planting, for example, rather than leaving it on top of the ground, where it might be washed away — and the fields themselves, adding wind breaks and buffers, retiring land, and restoring wetlands.

Federal-provincial funding and cost-share programs — such as a \$4.1 million commitment made by the federal government earlier this year in its [Lake Erie action plan](#) — are helping support such initiatives. The programs are administered by organizations such as the Ontario Soil and Crop Improvement Association and ALUS (alternative land-use services) Canada, and industry groups are also chipping in by helping fund research and pilot projects.

Still other farmers are allowing researchers to study their land to determine whether field-management techniques and infrastructure, such as belowground drainage systems, are contributing factors.

But even a small leakage can be enough to cause blooms, and scientists are increasingly concerned about the effects of phosphorus that accumulated years ago in fields, streams, reservoirs, and the lake. “Even if we stopped phosphorus from coming off of the landscape, we’ll still have to deal with this legacy phosphorus that’s in the system,” Kirkwood explains.

Changes in the ecosystem have created new obstacles: the warming weather associated with climate change helps promote and sustain algae blooms. And the invasive zebra and quagga mussels that have taken up residence in the lake help shift nutrients closer to the shore, contributing to the formation of blooms.

Plus, conflicting information and new discoveries can present challenges. Merrin Macrae — a professor of geography and environmental management at the University of Waterloo who researches phosphorus loss on Ontario farms — says that studies about farm practices have produced differing results.

Recent studies suggest that a variety of factors affect phosphorus loss in Ontario — the type of soil involved, for example ([UW research published in July](#) indicates that different soils have different capacities for holding on to phosphorus).

Findings related to the role played by no-till have proved particularly contentious. The much-lauded conservation technique avoids plowing, which causes erosion in farm fields, leading to phosphorus loss. But some studies show that when used in areas that, like Essex Country, are home to heavy clay-based soils, the technique may actually contribute to phosphorous loss in heavy rains. Further complicating matters, recent studies conducted by Macrae and her students suggest that the technique doesn't cause a loss when used on other types of soils in Ontario.

Finally, testing solutions takes time. In labs, it's easy to create specific conditions, says Little. But, he adds, "I can't tell Mother Nature to dump two inches of rain on me tomorrow."

Basu says her students are working on computer modelling for the Thames River watershed to provide more realistic phosphorus-reduction timelines for the area. She hopes the project will be completed within a year. "We'll see," she says. "I think science could and science should start providing these numbers relatively soon."

She notes that some cleanup projects in the U.S. have faced criticism after overrunning their timeline estimates — and she worries that delays in the Lake Erie cleanup effort could create a similar response. Her advice is not to be overly concerned if we don't seem to be making much headway in reaching our targets — and not to allow a missed milestone to discourage cleanup efforts. It's important to act now, she stresses. "Things really are getting worse."



*This is one in a series of stories about issues affecting southwestern Ontario. It's brought to you with the assistance of faculty and students from Western University's Faculty of Information and Media Studies.*

*Ontario Hubs are made possible by the Barry and Laurie Green Family Charitable Trust & Goldie Feldman.*

## **U.S. Congress Approves Bill for Protecting Great Lakes Communities from Impacts of Climate Change**

Posted on [December 11, 2019](#) by [doucdmper](#) | [Leave a comment](#)

*Measure Introduced by Buffalo, New York-Area Congressman Brian Higgins Addresses Algal Blooms in the Great Lakes*



Flooding along the American shores of Lake Erie. Scenes like this on both sides of the border have become more commonplace in recent years.

**News from the Buffalo, New York Office of U.S. Congressman Brian Higgins  
Posted December 10<sup>th</sup>, 2019 on Niagara At Large**



Buffalo, New York-area Congressman Brian Higgins

**Buffalo, New York** – Congressman Brian Higgins (NY-26) announced the House of Representatives approved the Coastal and Great Lakes Communities Enhancement Act (H.R. 729), a bipartisan package of legislation protecting Great Lakes and Coastal communities from the impacts of climate change.

The bundled legislation included an amendment submitted by Congressman Higgins directing United States Geological Survey research to include the impacts of harmful algal blooms, nutrient pollution, and dead zones on Great Lakes fisheries.

Congressman Higgins, a member of the Congressional Great Lakes Task Force said, “The Great Lakes are one of this country’s most overlooked and underappreciated natural assets, representing the largest source of fresh water in the world. Climate change is impacting the health of our lakes and will continue to impact the health of our communities if we don’t act with urgency.”

**The non-profit, non-partisan Environmental Working**

**Group**[<https://www.ewg.org/>](https://www.ewg.org/) found that toxic algal blooms have been on the rise in recent years[<https://www.ewg.org/agmag/2019/08/record-breaking-number-algae-outbreaks-2019>](https://www.ewg.org/agmag/2019/08/record-breaking-number-algae-outbreaks-2019) with a record number of blooms reported in 2019.

# PROTECTING THE GREAT LAKES AND ST. LAWRENCE

## Part 1: Great Lakes Action Plan 2030

June 2019

The Great Lakes and St. Lawrence Collaborative



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# EXECUTIVE SUMMARY

Protecting a system of water and a region as vast and as valuable as the Great Lakes requires an ambitious plan, new and innovative approaches using new tools and data, mobilization of many individuals, businesses, communities, and organizations on the ground as well as significant sustained investment.

That is why five organizations - the [Great Lakes and St. Lawrence Cities Initiative](#), the [Council of the Great Lakes Region](#), the [Great Lakes Fishery Commission](#), [Freshwater Future Canada](#), and [Stratégies Saint-Laurent](#) - proposed to Environment and Climate Change Canada (ECCC) to undertake a stakeholder led process to find new and innovative ways to protect the Great Lakes and St. Lawrence in these changing times.

With funding support from ECCC, the Great Lakes and St. Lawrence Collaborative was established in October 2018. The 18-month process is delivering recommendations on new and innovative approaches to protect the Great Lakes and St. Lawrence. This report is focused on the first part, the Great Lakes. The second part, on the St. Lawrence, will be completed by the end of 2019. ECCC asked that the Collaborative focus on four challenges:

1. How to adapt to climate change along the Great Lakes shoreline;
2. How to reduce our exposure to harmful pollutants;
3. How to reduce nutrients entering waterways;
4. How to make all of our beaches free from sources of chronic bacteriological contamination.

To develop these recommendations, an Expert Panel was established, led by Gord Miller, former Environmental Commissioner of Ontario, and Jean Cinq-Mars, Québec's former Sustainable Development Commissioner. The Expert Panel was supported by four issue tables who provided strategic advice on the four challenges above. Through political engagement and place-based technical advice, the Collaborative process and recommendations have benefited from Indigenous counsel and knowledge.

The following Action Plan proposes 15 key actions to protect the Great Lakes and those who live in the region.

When implemented, these actions will:

- protect Great Lakes shoreline communities that are most vulnerable to high water levels by making them more climate resilient;
- act more quickly to prevent and reduce environmental and human exposure to harmful chemicals in the Great Lakes region;
- accelerate actions to reduce agricultural and urban nutrient runoff in priority areas that cause harmful algal blooms, and to improve the health of our waters;
- ensure that all Great Lakes beaches are clean and protect public health.

Implementing these 15 key actions will require substantial, sustained investment. While not all the needed investments should be born by government, it is proposed that the federal government should lead the charge by providing \$100 million per year, for ten years, leveraging contributions from other levels of government and other sources of financing.

## Summary of Recommendations

It is recommended that:

### Climate Change

1. The Governments of Canada and Ontario commit to establishing and funding shoreline resiliency priority zones to identify and address significant threats from climate change (high water levels, stronger wind/wave energy, erosion, sudden spring thaws, ice jams) impacting natural and built infrastructure on Great Lakes shorelines, with an emphasis on naturalization and green infrastructure solutions, beginning with five shoreline priority zones:

- i. Central Western Lake Erie (Chatham-Kent, Leamington)
- ii. Central Lake Huron (Amberley to Grand Bend)
- iii. Central Lake Ontario (Toronto to Prince Edward County)
- iv. North Central Lake Superior (Fort William First Nation, Thunder Bay)
- v. Southeastern Georgian Bay (Penetanguishene, Tiny Township)

2. The Government of Canada create a climate data sub-portal for Great Lakes priority zones be created within the Canadian Centre for Climate Services portal.

3. The Ontario Government, through the Ontario Ministry of Natural Resources and Forestry, and Conservation Authorities, invest further in the development of Light Detection and Ranging (LIDAR), flood plain mapping, and monitoring/modelling data to benefit shoreline communities.

4. The Governments of Canada and Ontario offer ongoing guidance and funding (on a competitive basis) to all shoreline municipalities and Indigenous communities to support actions to make their shorelines more climate resilient.

## Toxics and Other Harmful Pollutants

5. The Federal Government, through Environment and Climate Change Canada (ECCC) and Health Canada, develop a targeted environmental and human health effects monitoring, human biomonitoring and surveillance program to provide early detection of unexpected effects in The Great Lakes Basin that feeds directly into a regulatory and non-regulatory response plan to reduce exposure.

6. ECCC and Health Canada develop guidelines to guide the generation and communication of data collected through the surveillance program and develop Guidance on the Appropriate Response to Exposure and Effects surveillance program data.

7. ECCC and Health Canada introduce a Strategy to Promote Substitution of Harmful Chemicals in Products, including a Centre for Chemical Substitution, and a Chemical Substitution Recognition Program.

## Nutrients

8. The Governments of Canada and Ontario adopt a targeted, geographically specific approach to reducing nutrients entering the Great Lakes, employing precision conservation and stormwater optimization, to bridge the gap between farm scale conservation implementation and urban stormwater management with broader water quality impacts.

9. The Government of Ontario, with support from the Government of Canada, develop a data management

strategy and tools be developed to support the precision conservation approach and to facilitate the collection and use of datasets (e.g. elevation, soil type, property boundaries, land use) needed to prioritize properties, and best practices, and to coordinate monitoring and modelling data at a watershed level.

10. The Governments of Canada and Ontario, together with partner universities, Indigenous communities, and relevant organizations, create a Centre for Water Quality and Nutrient Management to generate and coordinate information to support precision conservation and stormwater optimization approaches in the Great Lakes Basin.

11. Agriculture and Agri-food Canada and the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) work with the Centre for Water Quality and Nutrient Management to designate a dedicated network of extension workers, through existing organizations or a new institution, that receive standardized training, and provide consistent technical advice to farmers.

12. Where subwatershed modelling and monitoring identifies urban areas as significant contributors of phosphorus loading, the Ontario Ministry of Environment, Conservation and Parks (MECP) require the relevant municipalities in consultation with conservation authorities to develop an urban stormwater optimization/plan with steps to achieve measurable phosphorus reductions.

## Beaches and Bacteriological Contamination

13. The Ontario Government introduce a new risk-based categorization system for Ontario beaches, and require actions of owners of 'impaired' beaches that have chronic bacteriological contamination issues.

14. The Ontario Ministry of Health and Long-Term Care (MOHLTC) create and maintain a central portal with beach quality information, including information on the 'status' of the beach (based on four categories: impaired, fair-good, good-excellent, under CSO advisory)

15. MOHLTC amend Public Health Ontario's Public Beach Water guidance on test methods for *E. coli* be amended to allow for alternate testing methods other than membrane filtration as per Ontario Ministry of Environment, Conservation and Parks (MECP) guidance on drinking water testing methods.

# MESSAGE FROM

# EXPERT PANEL

# CO-CHAIRS

Nine months ago, we were tasked by the Federal Minister of Environment and Climate Change, the Honourable Catherine McKenna, to give her and her provincial counterparts advice on new and innovative approaches to tackle four of the most compelling and complex problems facing one of the largest systems of fresh water in the world, the Great Lakes and the St. Lawrence.

We would like to thank Minister McKenna and Environment and Climate Change Canada for the faith they put in us and in our stakeholder-led process to rise to this challenging task. This report, focused on the Great Lakes, is the first of a two-part series, which will also include recommendations on St. Lawrence protection, to be completed in the Spring of 2020.

We are very pleased to be delivering on the first part of our commitment. This report outlines recommendations that, if adopted by the Governments of Canada and Ontario and embraced by local authorities, Indigenous communities, the private sector and non-governmental stakeholders, and lake lovers across the basin, would have a transformative effect on the Great Lakes region and all of us who live in it and rely on its waters to sustain our quality of life.



This Great Lakes Action Plan charts a course to:

- protect the most vulnerable shoreline communities from damages caused by climate change and high water levels;
- proactively investigate our exposure to toxic chemicals in the environment and in products, and require immediate action where exposure to unhealthy levels of harmful pollutants is found;
- stop nutrient runoff from agricultural and urban areas that contribute the most, reducing the proliferation of harmful algal blooms in our waterways;
- make beaches and recreational waters on Great Lakes shorelines free from known sources of sewage and other sources of bacteriological contamination.

We strongly believe that this is an agenda worth embracing by all. Protecting our Great Lakes is a Canadian non-partisan issue. We have seen political adversaries set aside their differences and come together in common cause to protect the Great Lakes on the U.S. side of the border under the Great Lakes Restoration Initiative. We expect the same leadership from our Canadian political leaders.

We would like to take this opportunity to thank all those who contributed to this Action Plan, including the members of the Collaborative Expert Panel, Issue Table co-chairs and members, the Collaborative Steering Committee, Indigenous advisors, researchers, the Collaborative Secretariat, and all those who participated in our webinars and the Great Lakes Summit to provide critical feedback.

Finally, we would like to thank Environment and Climate Change Canada for its financial support of the Collaborative.

Gord Miller

Jean Cinq-Mars

## DEDICATION



Many Great Lakes advocates have been moved and inspired by the dedication of Anishinabek Water Walker Josephine Mandamin's campaign to bring attention to the Great Lakes and our responsibility to protect them.

Josephine Mandamin, head of the Anishinabek Women's Water Commission, who was from Wikwemikong First Nation, led Mother Earth Water Walks beginning in 2003, and eventually walked 17,000 km around all five of the Great Lakes.

Josephine passed away on February 22, 2019. She leaves behind her husband, eight children, 13 grandchildren and 16 great-grandchildren, as well as many people inspired by her, and a legacy for us to carry forward.

In her own words, "When we carry that water, we are telling people that we will go any lengths for the water. We'll probably even give our lives for the water if we have to."

This report is dedicated to Josephine's spirit and her contribution to our awareness and appreciation of the value of the Great Lakes.

## ACKNOWLEDGEMENTS

The Great Lakes and St. Lawrence [Steering Committee](#) wishes to express its sincere gratitude to all the volunteers who devoted their time, energy and expertise to developing and fine tuning the recommendations in this report, including the Collaborative [Expert Panel](#), co-chaired by Gord Miller and Jean Cinq-Mars, as well as four [Issue Tables](#), co-chaired by Al Douglas and Ewa Jackson (climate change), Dale Cowan and Gayle Wood (nutrients), Dr. John Carey and Helen Doyle (toxics), and Sandra Cooper and Bernard Mayer (beaches), and supported by [issue table members](#).

This report was written by the Collaborative Secretariat, Nicola Crawhall of [Westbrook Public Affairs](#) and Korice Moir. Background research was prepared by a [research team](#) led by [Dr. Gail Krantzberg](#) of McMaster University, including Ginni Dhaliwal, Danish Karmally, Bridget McGlynn, Mozafar Niroomand, and Dr. George Uzonwanne. Dave Thompson of [PolicyLink](#) prepared the economic analysis of the Action Plan and its recommendations.



# INTRODUCTION

The Great Lakes and St. Lawrence Region, stretching across Ontario and Quebec, is home to 14 million Canadians. The Great Lakes and St. Lawrence River are a globally significant resource and ecosystem. Holding 20% of the world's surface fresh water, the lakes provide drinking water to over 40 million Canadians and Americans living near the shoreline. The waters of the Great Lakes and St. Lawrence and the basin's many rivers and streams also play a critical role in sustaining the health of aquatic, riparian and terrestrial ecosystems, supporting more than 3,500 of plants and animals, including one-fifth of all fish species in North America.

The Great Lakes and St. Lawrence Region is also a critically important economic region to both countries, accounting for 30% of combined Canadian and U.S. economic activity and employment, or 51 million jobs across a diverse range of sectors that rely on, and/or have an impact on water quality and ecosystem health, notably manufacturing, agriculture, maritime transportation, energy generation, land use development, tourism, and recreational and commercial fishing. In fact, with economic output valued at US\$5.8 trillion in 2015, if the region were a country, it would be the third largest economy in the world.

Protecting a system of water as vast as the Great Lakes is laborious work with slow progress measured over decades. To add to this complexity, we are confronted with new challenges, primarily driven by the effects of climate change, and population and development pressures. These changes drive so-called nonpoint sources of pollution that have proven to be difficult to mitigate effectively. Progress on reducing such diffuse sources of pollution has confounded authorities and communities alike.

That is why five organizations - the Great Lakes and St. Lawrence Cities Initiative, the Council of the Great Lakes Region, the Great Lakes Fishery Commission, Freshwater Future Canada, and Stratégies Saint-Laurent - came together to propose to Environment and Climate Change Canada (ECCC) to undertake a stakeholder led process to find new and innovative ways to protect the Great Lakes in these changing times. In response, ECCC asked that the Collaborative focus on four specific challenges:

1. How to adapt to climate change in the Great Lakes basin;
2. How to identify and act to reduce our exposure to harmful pollutants;
3. How to reduce nutrients entering waterways;
4. How to make all of our beaches free from sources of chronic bacteriological contamination.

Interestingly, the four issue tables tasked with developing recommendations in these four areas independently arrived at similar conclusions. Firstly, there was a consensus that with limited resources, a risk-based approach was required to focus on those sources that contribute the most to the problem and those people or parts of the environment most impacted. Secondly, there was a recognition that new tools and technologies at our disposal, from big data to more precise monitoring methodologies, fit perfectly with this risk-based approach, allowing for a surgical precision to



interventions that was not available to us 20 years ago. Finally, given the complexity of the issues, and the large geography involved, collaborative efforts are needed involving a range of parties, from senior governments and Indigenous communities, to municipalities and conservation authorities, to private businesses, to non governmental and community groups, to those who live in and visit Great Lakes communities.

The result is a set of 15 recommendations presented in this report, that, if adopted, would make a great leap forward in Great Lakes protection, one that would provide more immediate, more precise, more measurable results for the benefit of those who live in this extraordinary region.

None of these recommendations will get off the ground without adequate investment. The economic case for increasing investment in the Great Lakes is compelling. [A Brookings Institute cost benefit analysis](#) showed a 2:1 return on Great Lakes investments. This helped convince U.S. legislators to approve the [Great Lakes Restoration Initiative](#), which has delivered over \$2 billion to projects on the U.S. side of the Great Lakes over the last decade. Now is the right time for Canada to step up and show a similar level of commitment.

## What is the Collaborative?

The Great Lakes St. Lawrence Collaborative is a two-year, stakeholder-led process made possible through financial support from Environment and Climate Change Canada. From the outset, its objectives have been to influence and increase investment in Great Lakes and St. Lawrence protection, promote new and innovative approaches that can accelerate and make more precise interventions, and to engage a broad cross section of stakeholders in the development of the recommendations.

The Collaborative acknowledges and recognizes First Nation and Métis peoples as aboriginal and treaty rights holders in the Great Lakes region.

The Collaborative process has two phases, a nine-month Great Lakes phase beginning in November 2018, followed by a nine-month St. Lawrence phase beginning in May 2019, and a three-month period between January to March 2020 to integrate the findings and recommendations into one Great Lakes St. Lawrence Plan. This plan will be presented to the federal Minister of Environment and Climate Change, and her counterparts across relevant departments and at the provincial level.

The end result will be an Action Plan for the Great Lakes and St. Lawrence Basin that makes a great leap forward by modernizing the way we protect our health, communities, and the environment in four strategic areas: climate change, nutrients, and toxics and other harmful pollutants, and beaches and bacteriological contamination.

This report presents the recommendations of the first part of the Collaborative process, an Action Plan focused exclusively on the Great Lakes basin.

## Engaging Interested Parties

The Collaborative has engaged interested parties in the Great Lakes region through direct representation on the Expert Panel, the Steering Committee, Indigenous advisors, and the four Issue Tables, involving about 75 people. The recommendations contained in this report are the product of their deliberations.

In order to solicit feedback from the broader community, the Collaborative held two webinars in March and April of 2019 to present draft recommendations at different stages of their development and to hear comments from those online. About 150 people were consulted through these webinars. A webinar was also held with staff from the Chiefs of Ontario and several Indigenous communities on the draft recommendations to solicit their feedback.

On May 1, 2019, a Great Lakes Summit was held in Toronto. With over 100 participants at the Summit and via livestream, the Collaborative received detailed written comments and feedback on the draft that were incorporated into the recommendations.

All feedback was considered carefully by the issue tables and the Expert Panel before the recommendations were finalized.

Interested parties were also kept informed of developments through a monthly newsletter and information posted on the Collaborative's website: <https://westbrookpa.com/glsicollab/>.



# COLLABORATIVE PROCESS AND STRUCTURE

Part 1 of the Collaborative, focused on the Great Lakes, was launched on October 26, 2018. A structure was established that consisted of:

- an [independent expert panel](#) with representatives from Indigenous communities, business, academia, NGOs and municipalities, co-chaired by Gord Miller, former Environmental Commissioner of Ontario, and Jean Cinq-Mars, Québec's former Sustainable Development Commissioner.
- four [issue tables](#) for the Great Lakes Phase tasked with developing recommendations on climate change, nutrients, toxics and other harmful pollutants, and beaches and bacteriological contamination.
- a [steering committee](#) to oversee the administration and financing of the Collaborative process, consisting of representatives from the five founding partners: the Council of the Great Lakes Region, Freshwater Future Canada, the Great Lakes and St. Lawrence Cities Initiative, the Great Lakes Fishery Commission, and Stratégies Saint-Laurent.
- a [secretariat](#) to facilitate day-to-day operations, organize events and engagement of interested parties, and to prepare reports.

## Indigenous Engagement

First Nations and Métis peoples have systems of government and aboriginal and treaty rights protected under the Canadian constitution in the Great Lakes region. In recognition of this status, the Collaborative invited Indigenous political representation to the Expert Panel. As a member of the Expert Panel, Regional Deputy Grand Council Chief Edward Wawia of the Anishinabek Nation provided advice to the Collaborative on respecting and acknowledging Indigenous peoples as rights holders and governments within the Great Lakes Basin.

In addition to recognizing Indigenous peoples as aboriginal and treaty rights holders, the Collaborative also sought out place-based advice and expertise from select Indigenous communities living within the Great Lakes basin that informed the recommendations of the issue tables.

The Collaborative reached out to Aamjiwnaang First Nation to understand the experience of a First Nation community exposed to industrial chemicals in Sarnia.

With respect to nutrients, the Collaborative welcomed advice from Six Nations on the Grand River about datasets and GIS-based platforms being used to track nutrient runoff from their territory.

On climate change and priority shoreline zones, Fort William First Nation highlighted the vulnerability of properties along its shoreline, as well as the location of a contaminated soils containment berm in close proximity to the shoreline.

A briefing was held for staff from Chiefs of Ontario and several Indigenous communities on May 23rd to review and solicit feedback on the draft recommendations.

Through political engagement and place-based technical advice, the Collaborative process and recommendations have benefited from Indigenous counsel and knowledge.



# KEY CHALLENGES FACING THE GREAT LAKES



Climate Change



Toxics and Other  
Harmful Pollutants



Nutrients



Beaches and  
Bacteriological  
Contamination

While the Great Lakes have been coping with climate change, polluted beaches and recreational waters, nutrients and harmful algal blooms and exposure to toxics for a number of years, their impact on those who work and live by and play in the Great Lakes and their tributaries has reached a level of disruption that demands new, modernized approaches.

## A. Climate Change

The Collaborative recognizes unique shoreline risks in the Great Lakes Basin and proposes to provide direct assistance and funding to municipal and Indigenous communities in shoreline resiliency priority zones hardest hit by extreme flooding and erosion associated with climate change.

## B. Toxics and Other Harmful Pollutants

The Collaborative proposes to actively investigate ways we are exposed to harmful toxic chemicals and require more immediate and dedicated action to reduce our exposure.

## C. Nutrients and Harmful Algal Blooms

The Collaborative seeks to harness the power of big data to identify nutrient hotspots and work directly with landowners, municipalities, Indigenous communities, and others in priority areas to reduce nutrient runoff that causes harmful effects, such as algal blooms, and to improve the health of our water.

## D. Bacteriological Contamination of Beaches

Using a risk-based approach, the Collaborative proposes to identify beaches with chronic bacteriological contamination problems, and require action to clean up the source of contamination, including untreated sewage.

# A. CLIMATE CHANGE



Climate change continues to put significant pressure on communities, businesses, natural heritage and ecological integrity in the Great Lakes Basin. Changes in temperature and precipitation are adversely affecting the hydrology

of the basin, altering water supplies, and causing fluctuations in lake levels. These changes, combined with growing infrastructure deficits, poor planning decisions, and disparate levels of adaptive capacity, will sustain levels of vulnerability and increase future risk for communities within the basin.

In the Great Lakes, shoreline communities face unique climate change impacts. Shoreline communities are particularly vulnerable to the effects of fluctuating water levels on natural and built infrastructure assets. Water levels determine the features of a shoreline such as beaches, bluffs, and wetlands. Many of these natural features have been altered by wetland drainage, shoreline hardening, and as well as recreation, shipping, and other land and water uses.

Climate change increases the probability of intense storms, the amount of snow melt precipitation and ice cover contributing to high water levels, as well as increased wind and wave energy. This has resulted in damaged property, washed out beaches and marshes, disrupted public works including shoreline roads and stormwater and sewage outfalls, and damage to recreational facilities like marinas and bike paths.

The issue table chose to focus its recommendations on high water levels, as experienced in 2017, given the level of damage and the lack of preparedness of shoreline areas most affected. It is recognized that there are other climate pathways for which shoreline communities must prepare, including low water levels, as experienced for a number of years in the early 2000s.

In some cases the impacts on shorelines have crossed critical tolerance thresholds leaving communities with high costs of recovering from damage caused by flooding and erosion. Great Lakes shoreline communities are in a

unique position of having to adapt to the combination of high shoreline water levels, riverine and inland flooding. Unfortunately recent high water levels and flooding were not predicted.

In 2017, the Great Lakes and St. Lawrence River system experienced unanticipated high water levels with significant impacts including:

- extensive shoreline flooding,
- residential property damage,
- leaking septic systems,
- infiltration into shoreline wells,
- blocked access roads,
- debris causing damage to boats,
- shoreline erosion,
- vegetative damage due to high winds and waves.



In the spring of 2019, the Great Lakes basin has also seen water levels well above the seasonal average in Ontario and Québec. With climate change contributing to a greater likelihood of extreme weather and flooding events, we can anticipate future periods of extreme high water levels, and fluctuations over time.

Shoreline communities require a collaborative approach to assessing and managing the climate change risks by building shoreline resilience.

## Building Shoreline Climate Resiliency - Who Does What

Shoreline climate risk assessments and adaptation measures involve multiple jurisdictions with roles and responsibilities for shoreline management and resiliency.

Municipalities are responsible for land use planning decisions, and water and wastewater infrastructure design along the shoreline, as well as emergency response in the event of flooding.

Shoreline decisions in Indigenous communities are made by First Nations councils.

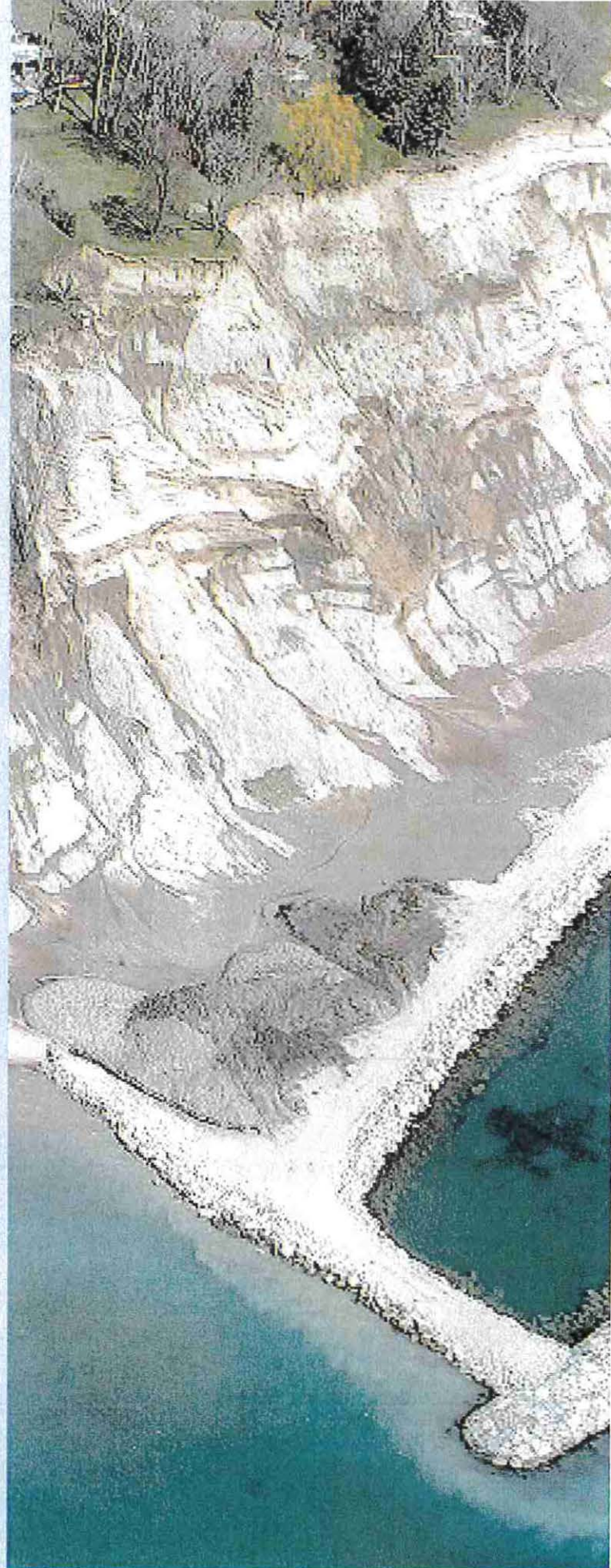
Ontario Conservation Authorities are responsible for watershed and riverine flood protection and floodplain mapping that extends to shoreline risk mapping.

The Ontario Government recently committed to “improve understanding of how climate change will impact the province” and “help Ontarians prepare for impacts of climate change, such as extreme weather events” in its [‘Made-in-Ontario Environment Plan’](#). As part of this effort, it will undertake a province-wide climate impact assessment.

The Government of Canada’s [Pan-Canadian Framework on Clean Growth and Climate Change](#) includes actions to move forward on climate change adaptation and build resilience to climate impacts, as well as [Climate Lens](#) for infrastructure funding to support a “risk management approach to anticipate, prevent, withstand, respond to, and recover from a climate change related disruption or impact.”

The [Canada-Ontario Agreement \(COA\) on Great Lakes Water Quality and Ecosystem Health](#) is a federal-provincial agreement that supports the restoration and protection of the Great Lakes basin as committed to in the Canada-U.S. [Great Lakes Water Quality Agreement](#). Binational efforts in [Annex 9 Climate Change Impacts](#) involve “coordinating efforts to identify, quantify, understand, and predict the climate change impacts on the quality of the waters of the Great Lakes, and sharing information that Great Lakes resource managers need to proactively address these impacts.”

The International Joint Commission regulates water levels and flows in Lake Superior, through the [Lake Superior Board of Control](#), and in Lake Ontario and the St. Lawrence River through [Regulation Plan 2014](#).





## Desired Outcome and Recommended Actions

The desired outcome of the following climate change recommendations is to support shoreline communities with special vulnerability to high water levels to become more climate resilient.

### Four key actions are proposed:

1. Designate shoreline resiliency priority zones to identify and address significant threats from climate change associated with high water levels, with emphasis on naturalization and green infrastructure solutions.
2. To support the priority zone process, create a climate information sub portal for Great Lakes shoreline priority zones.
3. Invest further in the development of Light Detection and Ranging (LIDAR), flood plain mapping, and monitoring/modelling data to benefit shoreline communities.
4. Provide technical guidance and make funding available to support actions by municipalities and Indigenous communities to address shoreline hazards associated with climate change.

## It Is Recommended That

1. The Governments of Canada and Ontario commit to establishing and funding shoreline resiliency priority zones to identify and address significant threats from climate change (high water levels, stronger wind/wave energy, erosion, sudden spring thaws, ice jams) impacting natural and built infrastructure on Great Lakes shorelines. Emphasis should be placed on naturalization and green infrastructure.

Begin with five shoreline priority zones with a focus on adapting and creating resiliency to high water levels along shorelines:

- i. Central Western Lake Erie (Chatham-Kent, Leamington)
- ii. Central Lake Huron (Amberley to Grand Bend)
- iii. Central Lake Ontario (Toronto to Prince Edward County)
- iv. North Central Lake Superior (Fort William First Nation, Thunder Bay)
- v. Southeastern Georgian Bay (Penetanguishene, Tiny Township)

The list of priority zones may evolve or be expanded over time. While the initial focus is on high water levels, zones may explore different climate pathways (e.g. low water levels) or other climate risks/hazards and implementation measures.

## Proposed Shoreline Resiliency Priority Zones

As this report was being finalized, it was reported that Lake Ontario water levels along the Toronto shoreline had reached their highest levels in recorded history, surpassing the high water levels of 2017.

With these looming circumstances setting the stage for another year of high water levels threatening shorelines, the following five shoreline resiliency priority zones are recommended based on: the severity of impacts they experienced during and following the 2017 high water levels; their geographic location across the Great Lakes region; their particular climate risk exposure or vulnerabilities; their unique assets and features at risk; and their varying levels of capacity to adapt.

Given the severity of impacts in 2017, these zones are proposed for immediate action and funding. Additional zones may be added in the future.

### i. **Central Western Lake Erie** shoreline zone (Chatham-Kent, Leamington)

The Central Western Lake Erie shoreline zone includes the shorelines of Chatham-Kent and Leamington. These two communities represent some of the most productive agricultural and food processing areas in Ontario. Chatham-Kent alone generates several billion in agricultural produce annually and Leamington is known as the tomato capital of Canada.

This stretch of shoreline is a proposed priority zone due to the low lying land in relation to the shoreline around Rondeau Bay, and in the northwestern area closer to Lake St. Clair. These areas are currently being protected through a series of berms and dikes.

In 2017, a dike was breached, and again in early 2019, a state of emergency was declared when the Thames River dike failed in multiple locations around Poppe Road and Buchanan Line in Tilbury, flooding the downtown area as well as agricultural land. Thousands of acres of agricultural land are at risk of flooding due to high water levels and outdated dikes and berms that require rehabilitation, representing a significant economic risk in one of the most agriculturally productive areas in Ontario.

### ii. **Central Lake Huron** shoreline zone (Amberley to Grand Bend)

The stretch of shoreline between Amberley and Grand Bend, including Central Huron, Bayfield and Goderich, is a prime tourist and seasonal cottage destination due to its beautiful beaches (Grand Bend, Bayfield) and high bluffs overlooking Lake Huron (Central Huron, Goderich).

This is a proposed priority zone because the shoreline is being battered by strong wave action, high winds, and occasionally tornados. The result is some of the worst shoreline erosion anywhere in Ontario, imperiling properties on the top of bluffs and compromising the quality of beaches that are significant tourist destinations.

### iii. **Central Lake Ontario** shoreline zone (City of Toronto to Prince Edward County)

The most densely urbanized area in Ontario, the Central Lake Ontario stretch of shoreline between Toronto and Clarington, including communities like Whitby, Ajax and Bowmanville, has a mix of naturalized areas, including the Toronto Islands, recreational paths along much of the shoreline, residential properties, and industrial facilities, including the Pickering Nuclear plant and cement production facilities.

This shoreline is a priority zone given significant impacts experienced during record high water levels in 2017. Lake Ontario's daily level peaked at 75.88 m (248.95 ft) in late May, the highest recorded level since records began in 1918. Impacts included eroded bluffs, sunken docks, collapsed breakwalls, flooded basements and washed out roads.

In 2017, a local state of emergency was declared for a portion of the Clarington shoreline as well as all of Prince Edward County.

The Toronto Islands, a favoured recreational area for the city of 2.6 million, were closed to the public for an extended period due to extensive flooding impacting residents, infrastructure, and sensitive natural areas.

In the spring of 2019, water levels along Lake Ontario were notably high as well, increasing the risk and exposure to flooding and erosion.



iv. **North Central Lake Superior shoreline zone** (Fort William First Nation, Thunder Bay)

Lake Superior is known for its rugged, rocky shoreline. However, the soft shoreline just to the side of Chippewa Park in Fort William First Nation has been significantly impacted by high water levels and increased wind and wave action. Residences were built on the shoreline that is often flooded in the spring thaw and during the 'gales of November' when storms roll in from Lake Superior.

There is a 50-year-old containment berm that holds contaminated sediment from the Northern Harbour clean up in the Thunder Bay area of concern. It is located just outside of Chippewa Park, right beside a river that flows into Lake Superior. With rising water and stronger wave action, there is concern that the containment berm could be damaged, sending creosote contaminated sediment into Chippewa Park, into the river, and into Lake Superior.

Top priorities in this priority zone process are an evaluation of the berm system, additional evaluation of residences at risk, and improved resilience of 'riprap', that is, boulders that have been placed where the river meets the lake that serves as a barrier to protect a sawmill and a solar farm. This area flooded two years ago, and is at risk in the future.

v. **Southeastern Georgian Bay shoreline zone** (Penetanguishene, Tiny Township)

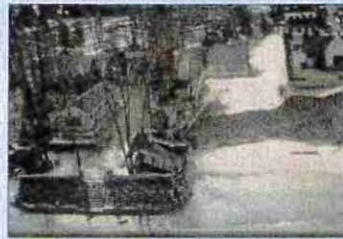
The southeastern tip of Georgian Bay, comprised of the Township of Tiny and the Town of Penetanguishene, jutting out into Georgian Bay, makes it a favoured destination in all seasons.

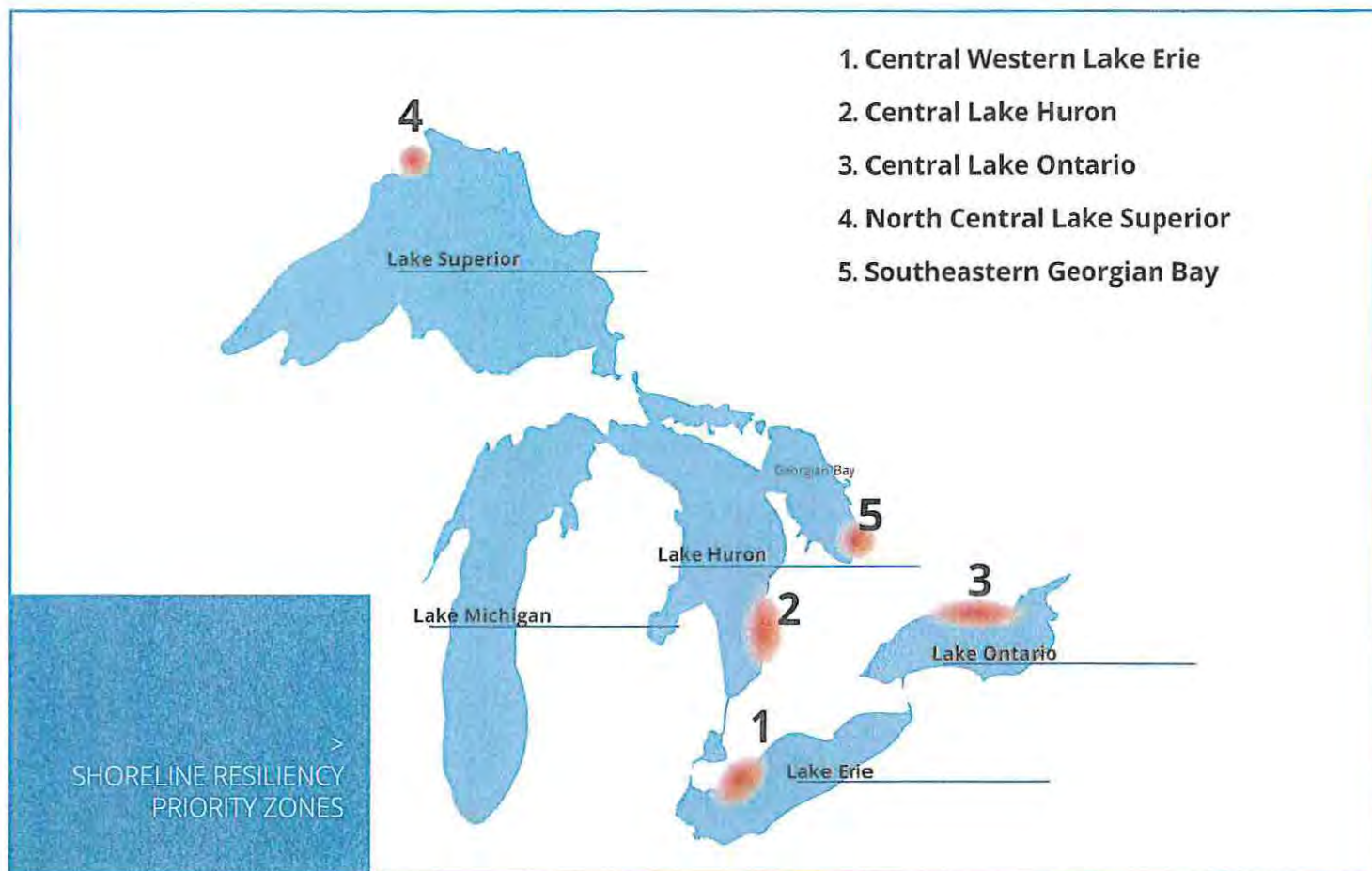
This shoreline has been identified as a priority zone due to the significant development and redevelopment projects in recent years, which are transforming the natural shoreline. Small seasonal cottages are being converted to larger permanent dwellings with accompanying requests for dredging, vegetation removal, fill placement, and hardscaping like paved driveways and manicured lawns. Additional commercialization pressure of marinas, recreational features, etc. has also been occurring. This trend of development shows no sign of abating.

Communities are struggling with hardened surfaces along the shoreline that reduce infiltration and cause drainage and flooding problems in their communities. In addition, engineered shorelines for development purposes have altered the natural landscape.

Watershed flooding is an increasing occurrence as well as the risk of sewage treatment plant bypasses which impacts shoreline water quality. There are also concerns about the unknown impacts of changing water levels on the introduction, spread and management of invasive species, like phragmites. Significant changes to water levels (both high and low) also impact commercial operations such as marinas and boat launches.

This area has experienced significant impacts from high/fluctuating water levels and expects continued development pressures.





**1.1** It is further recommended that collaboratives of local communities, conservation organizations, businesses, and Indigenous communities, among others, be created. These would build on collaboration and work already under way.

**Each zone collaborative would:**

a) Establish partners and guiding process

- Identify zone partners, develop a partner map and/or conduct social network analysis, and identify a lead partner organization for each zone.

b) Conduct ongoing stakeholder and Indigenous engagement

- Communicate risks to infrastructure, industry, properties, and recreation, including risk of repeated flooding that may require changes in flood plain designation and building restrictions in these areas.

c) Complete risk assessments

- Assess specific shoreline hazards and risks based on local expertise and Indigenous knowledge

- Use modelling, mapping, and predictive tools
- Integrate assessments of shoreline, riverine and overland flooding
- Gather information on current vulnerabilities, future threats
- Evaluate historic trends and projections of climate change
- Update hazard/risk maps to visualize and communicate threats
- Take into consideration watershed influences and the importance of green infrastructure and low impact development to support shoreline resiliency.

d) Develop and implement shoreline resiliency plans

- Develop shoreline resiliency plans based on risk assessment
- Conduct cost benefit analysis
- Consider restrictions on new development along shoreline

- Secure necessary approvals, including environmental assessment where required
- Negotiate funding for adaptation measures with senior governments
- Invest in adaptation measures to address hazards based on risk assessments, with emphasis on naturalization and green infrastructure.
- Integrate measures into existing adaptation plans, watershed-based and/or regional decision-making.
- Evaluate the effectiveness of adaptation measures.
- Improve emergency response protocols.

**1.2** It is further recommended that support be provided across zones by ECCC and MECP to:

- Assist with access to relevant climate information
- Document the work of the collaboratives and share lessons learned across zones and in other areas in the Great Lakes region.
- Assist with building and supporting the capacity of Indigenous communities to assess risk and implement shoreline resiliency, including the use of traditional knowledge.

**2.** It is recommended that the Government of Canada create a climate data sub-portal for Great Lakes priority zones within [Canadian Centre for Climate Services portal](#).

The subportal would provide climate information to community members and partners to support a range of climate change shoreline risk management activities. This includes spatially appropriate historical trends and future projections of climate change, as well as information and resources accessible to community members and local partners to improve knowledge and provide frameworks for adaptive action.

**3.** It is recommended that the Ontario Government, through the Ontario Ministry of Natural Resources and Forestry, and Conservation Authorities, invest further in the development of Light Detection and Ranging (LIDAR), flood plain mapping, and monitoring/modelling data to benefit shoreline communities.

## How long is Ontario's Great Lakes shoreline?

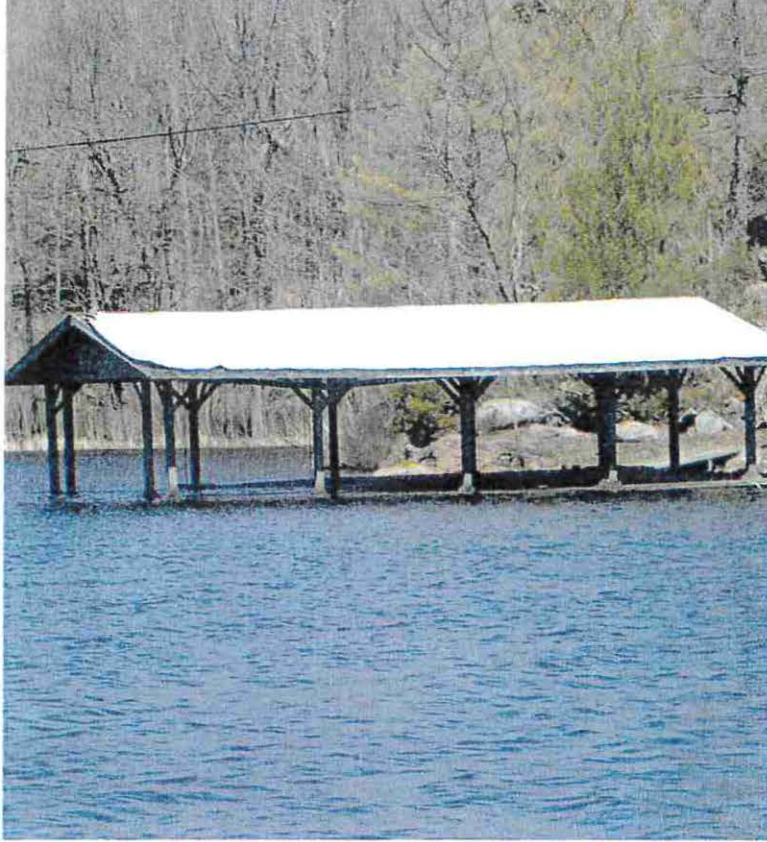
There are 7,606 km of shoreline around the Ontario portion of the Great Lakes. To put this in perspective, the longest highway in the world, the TransCanada highway, stretching from Victoria, British Columbia to St. John's, Newfoundland, is only slightly longer, at 7,821 km long. In other words, if you were to stretch out Ontario's Great Lakes shoreline, it would nearly reach from coast to coast. That is a tremendous amount of shoreline to protect.

### Length of Great Lakes Shoreline in Ontario

Lake	Shoreline (km)
Lake Huron	3,888
Lake Superior	2,493
Lake Ontario	636
Lake Erie	589
<b>TOTAL</b>	<b>7,606</b>

**4.** To build shoreline resiliency right around the Ontario Great Lakes, it is recommended that the Governments of Canada and Ontario offer ongoing guidance and funding (on a competitive basis) to support individual projects to help municipalities and indigenous communities make their shorelines more climate resilient.

**4.1** Ontario Ministry of Natural Resources and Forestry (MNRF), Infrastructure Canada, and Crown-Indigenous Relations and Northern Affairs Canada should prepare and circulate to interested municipalities and Indigenous communities a community-specific self-assessment survey of shoreline hazards (e.g. beach and shoreline recession, bluff failure).



## The State of Wisconsin's Coastal Management Program

The State of Wisconsin's Coastal Management program administers a [grant program](#) that provides a total of US\$1.5 million for:

- Coastal wetland protection and habitat restoration
- Nonpoint source pollution control
- Coastal resource and community planning
- Great Lakes education
- Public access and historic preservation projects

A more regional specific project has been created called the [South-East Wisconsin Coastal Resilience Project](#), which serves the counties of Ozaukee, Milwaukee, Racine, and Kenosha. Counties are encouraged to form communities of practice to inform and direct shoreline resilience work. The State of Wisconsin developed a [self-assessment survey](#) and [resources](#) that help communities on the South-East coast weigh the effects of coastal hazards associated with fluctuating water levels, and increased wave and wind action, and consider planning and mitigation actions to increase coastal resilience. The assessment contains a tool to prioritize coastal hazards issues, a series of yes/no questions related to common planning and mitigation actions and a summary to reflect on the top actions of interest to your community. Once the survey is completed, the communities can identify project ideas appropriate for funding. A particular emphasis is put on adapting to natural processes, restoring natural shoreline, moderating coastal erosion, stabilizing bluffs and banks, and building environmentally friendly shore protection structures.

Funding for SEWI is provided by the US National Oceanic and Atmospheric Administration's [Coastal Resilience Grants program](#).

A guidance document for Wisconsin coastal communities and property owners, [Living on the Coast](#), has been developed by the Army Corps of Engineers and Wisconsin Sea Grant.

**4.2** Based on the shoreline hazard assessments, the Governments of Canada and Ontario should identify priority needs (e.g. improvements in the naturalization and design of beaches, protection of marshlands), that would be eligible for funding under Federal-Provincial infrastructure funding (Green Infrastructure stream, Culture and Recreational stream). Special emphasis should be placed on naturalization and green infrastructure.

**4.3** Ontario MNRF and Crown-Indigenous Relations and Northern Affairs Canada should develop and provide guidance to participating municipalities and Indigenous communities on how to make shorelines more climate-resilient. This could be informed by the experience and lessons learned from shoreline priority zone collaboratives.

# B. TOXICS AND OTHER HARMFUL POLLUTANTS



The United States Environmental Protection Agency (U.S. EPA) estimates that there are approximately 7,700 chemicals widely used in large amounts in North America. Environment and

Climate Change Canada will complete assessments of 4,300 chemicals by 2021. These assessments, undertaken under Section 64 of the Canadian Environmental Protection Act (CEPA), evaluate the toxicity of individual substances and require a response plan to limit further exposure.

The CEPA process regulates individual 'legacy' substances once they have been introduced into the environment. Unlike medication that must be approved by government following trials before being introduced to the market, chemicals are introduced to the market without any government scrutiny until evidence accumulates that suggests that they are having a harmful effect.

There are numerous examples of the effects of toxic substances that have gone undetected for years before prompting a response. For example, an investigation into [the collapse of bee colonies](#) was traced to neonicotinoides, the [feminization or intersex effects in some aquatic species](#) was traced to certain endocrine disrupting chemicals, a [decline in salmon population](#) in New Brunswick was traced to aerial spraying of DDT against spruce bud worm, [microplastics](#) that have accumulated in fish and other species in the Great Lake were linked to personal care products, to name a few.

While the CEPA process has laid a strong foundation for chemicals management in Canada, the next step is to take action in a more immediate and proactive way, to reduce human and environmental exposure to the chemicals and chemical mixtures that are in use but have not yet been identified as causing harm, and to prevent new harmful chemicals from being introduced in products and into the environment every year.

While existing environmental and human health monitoring data has been instrumental in efforts to reduce the discharge of toxic substances through the federal chemicals management plan under CEPA, there remain challenges with respect to communicating the meaning of the data to at-risk individuals and communities in a way that can inform their choices to reduce their exposure, particularly more vulnerable populations including pregnant women and children. Even when data is available that indicates adverse effects from exposure to chemicals, response from authorities can be slow and sporadic.



Finally, products are a leading source of exposure to harmful pollutants, particularly pharmaceuticals and personal care products that contain endocrine disrupting chemicals.

With the review of the federal Chemicals Management Plan in 2020 and the anticipated renewal of the Canada-Ontario Agreement Respecting the Great Lakes Water Quality and Ecosystem Health, this is an opportune time to consider how these challenges related to exposure to chemicals can be most effectively addressed.



## Toxics Legislative and Regulatory Landscape - Who Does What



Legislation and regulation governing the management of toxic chemicals falls largely in the federal domain. The Canadian Environmental Protection Act 1999, administered jointly by Environment and Climate Change Canada and Health Canada, is the legislative framework for the program

that identifies and conducts a risk assessment of chemicals deemed 'toxic'. In 2016, ECCC and HC committed to completing the assessment of the remaining 1550 of the 4300 substances identified under CEPA by 2020, through [the Chemicals Management Plan \(CMP\)](#). The CMP is undergoing a review in 2020.

Other relevant legislation includes the Pest Control Products Act, which regulates pesticides and their application, administered by Health Canada; the Food and Drugs Act, which regulates substances in food, including Great Lakes fish, as well as substances in drugs and cosmetics, administered by Health Canada; and the Consumer Products Safety Act, under Health Canada, governs consumer products that are imported, and requires that safety information and appropriate labelling be provided on imported products.

ECCC and Health Canada also have important roles in research and monitoring of toxics and harmful pollutants in the environment and in people. There is also an important enforcement role under the Federal Fisheries Act, administered by Fisheries, Oceans and the Coastguard and Environment Canada. Section 36 of the Act prohibits the deposit of deleterious substances into waters frequented by fish, unless authorized by regulations under the Fisheries Act or other federal legislation.

Binational cooperation over chemicals management in the Great Lakes Region is largely directed by commitments under [Annex 3](#), Chemicals of Mutual Concern, of the Canada-US Great Lakes Water Quality Agreement (2012). The Parties make commitments to address specific chemicals of mutual concern from all sources in the Great Lakes basin, including the management of mercury, PCBs, PFOA, PFCAs, PBDEs, HBCD and SCCPs.

## Notable reports on toxics management in Canada

On March 22, 2016, the House of Commons passed a [motion](#) designating the Standing Committee on Environment and Sustainable Development to undertake a comprehensive review of CEPA. Environment and Climate Change Canada issued a [discussion paper](#) outlining some key issues that were relevant to the review.

In 2017, the Standing Committee released [its report](#) "Healthy Environment, Healthy Canadians, Healthy Economy: Strengthening the Canadian Environmental Protection Act, 1999". The [federal government responded](#) to the standing committee's report a year later.

The federal Commissioner of Environment and Sustainable Development plays an important role in evaluating the effectiveness of the Government of Canada's chemicals management plan and other aspects of chemical safety and exposure. In 2016, Commissioner Julie Gelfand released her audit on Chemicals in Consumer Products and Cosmetics, and in 2018, a report on toxics substances including aspects of CEPA. The report examined six toxic chemicals in detail and evaluated the progress of managing the chemical with the objectives. The results of the audit stated that ECCC still had significant work to do to achieve their objectives, and that many of the recommendations made by a previous audit had not yet been met.



## Desired Outcome and Recommended Actions

The desired outcome is to act more quickly to prevent and reduce environmental and human exposure to harmful chemicals in the Great Lakes region. This will be done in three ways:

5. Establish a targeted 'exposure and effects' environmental and human health biomonitoring program in the Great Lakes region that will provide early detection of effects from harmful pollutants.
6. Use information from this targeted program to reduce exposure, through effective communication and involvement of at-risk individuals and communities, and to drive appropriate responses by enforcement officials, regulators, and those responsible for the release of the pollutant.
7. Create a Chemical Substitution Strategy that supports the substitution or elimination of toxic chemicals and harmful pollutants in products and processes in the Great Lakes region, based on a comprehensive review of function and use of a substance of concern and its likely alternatives.

## It Is Recommended That

**5.** The Government of Canada develop a targeted environmental and human health effects monitoring, human biomonitoring and surveillance program to provide early detection of unexpected effects in the Great Lakes basin that feeds directly into a regulatory and non-regulatory response plan to reduce exposure.

## EEM and Human Biomonitoring in Canada

Environmental effects monitoring and human biomonitoring are both well established in Canada. EEM is used by ECCC as a science-based performance measurement tool to evaluate the adequacy of effluent regulations in protecting fish and fish habitats. Both the [pulp and paper](#) and [mining](#) sectors are subject to requirements to conduct environmental effects monitoring.

There are a number of [human biomonitoring initiatives](#), including the Canadian Health Measures Survey

conducted by Statistics Canada in cooperation with Health Canada, involving over 5,000 Canadians, and includes a [biomonitoring component](#); and the [Maternal-Infant Research on Environmental Chemicals](#) (MIREC), a five-year study evaluating the exposure to heavy metals of 2,000 pregnant women and their babies; and the [First Nations Food, Nutrition and Environment Study](#), a study funded by Health Canada, led by researchers at the Universities of Ottawa and Montreal, involving over 6,000 individuals in 93 First Nation communities across the country.

**5.1** It is further recommended that ECCC and Health Canada establish a taskforce that includes external expertise, to i) identify the priority areas and data sets that would determine the scope of the surveillance program; and ii) determine appropriate trigger in terms of what effects would instigate this process. Selection of the targeted areas would be guided by five criteria:

**5.1.1** effects from toxic chemicals on aquatic ecosystems, building on the [Canadian Aquatic Biomonitoring Network](#) (CABIN) data & other water monitoring data.

**5.1.2** human health response/effects/exposure to harmful pollutants in the environment, both in the air and water, building on ongoing National Biomonitoring Initiatives, including the Canadian Health Measures Survey, the Maternal-Infant Research on Environmental Chemicals, and the First Nations Biomonitoring Initiative, or where a community-driven environmental biomonitoring program is already in place.

**5.1.3** specific geographic hotspots, where people live in close proximity to areas where it can be reasonably assumed that chemical mixtures are found.

**5.1.4** Indigenous participation in surveillance program essential, e.g. select 1 or more Indigenous communities as priority areas, incorporate community-based monitoring in Indigenous territory, and traditional knowledge.

**5.1.5** effects at critical developmental life stages in humans and other organisms, e.g. exposure to endocrine disrupting chemicals at embryonic stage of development.

**5.2** ECCC should establish a research program to identify causes, sources of effects identified, using Effects Detected Analysis.

**5.3** Once Effects Detected Analysis is complete, ECCC and Health Canada should integrate above environment effects and human health monitoring and surveillance results into an enhanced pollutant assessment and response process (Chemical Management Plan).

**5.3.1** The current assessment process must be updated to place high priority on multiple exposure, including analysis of cumulative effects or exposure to chemical mixtures.

**5.3.2** ECCC and Health Canada should conduct a jurisdictional review on best practices in assessing impacts to chemical mixtures and cumulative effects, and share publicly and with interested parties, including Indigenous communities.

## The European Union's Solutions Program



The [Solutions program](#), under the EU's Water Framework Directive, links chemical assessment with ecological assessment, using effects detection in monitoring followed by effects interpretation. The EU has adopted such an approach because it has concluded that relying on chemical status alone based on a small number of priority substances does not reflect the actual risk nor does it provide solutions to exposure. It is therefore complementing chemical status monitoring with monitoring of complex mixtures of contaminants. It then uses spatial effects and mixture risk modelling to consider the direct toxic pressure on aquatic organisms caused by a mixture of contaminants as well as human health exposure through drinking water and fish consumption.

As a final step to reduce exposure, guidance and accountability measures are needed for polluters, and regulatory and enforcement agencies to ensure that the data is used to direct their actions to stop the release of the pollutants and hold polluters accountable.

**6.** It is recommended that ECCC and Health Canada develop guidelines to guide the generation and communication of data collected through the surveillance program described in Recommendation 1, which outlines:

- i. An integrated environmental health monitoring and knowledge translation approach to data generation;

- ii. Adopts a collaborative approach which involves affected communities directly; and
- iii. Ensures broad multidisciplinary collaboration throughout the process – from the development of monitoring program, through to dissemination of information for informed decision-making and response.

This recommendation underlines the importance of empowering those at risk to reduce their exposure to harmful pollutants. Rather than gather and analyze data internally within government agencies, this targeted surveillance program must involve at-risk individuals and communities in the collection, interpretation and communication of the data.

Those at-risk typically have little control or input into the type of monitoring and surveillance conducted in order to address their concerns and priorities. Furthermore, if they are given data without explaining its relevance, those at risk cannot make informed decisions to limit their exposure. It is not just data that should be communicated. Information could also include surveys, research studies, as well as information products like reports interpreting monitoring results, health protection messages and health promotion material explaining risks of exposure to toxic substances.

**6.1** It is further recommended that ECCC and Health Canada, with their provincial counterparts, and with stakeholder input, develop Guidance on the Appropriate Response to Exposure and Effects surveillance program data, including guidance on steps to take, agencies to involve, how to engage the community or individuals-at-risk and appropriate timelines.

In some cases, even when those at-risk participate in the collection of data and they are made aware of what they are exposed to, they still lack the power to reduce their exposure, or to ensure that those responsible for the release of the pollutants are held accountable.

This guidance would be followed when developing case-by-case action plans and response, developed in consultation with the impacted community, relevant government agencies, including provincial enforcement agencies, and parties responsible for the source of the pollutant(s).



## UN Rapporteur on Toxics asked to investigate combined exposure to air and water pollutants on Aamjiwnaang First Nation

Aamjiwnaang First Nation is located in Southwestern Ontario, near the city of Sarnia. It is home to 850 community members living on reserve – about one quarter of whom are children.

Sarnia's chemical industry has grown around Aamjiwnaang First Nation, with sixty-two chemical producing facilities within 25 kilometers of the community, surrounding it on three sides. With approximately 10 tons of pollutants discharged into the St. Clair River and an average of 100 spills a year, the River was declared an Area of Concern in 1985. Of particular concern is mercury contamination in the sediment of the St. Clair River. Progress has been made in remediating the sediment in some areas but three areas remain contaminated.

In addition to concerns over their water quality, residents are exposed to air emissions from chemical production, including benzene, a known carcinogen, and sulphur dioxide, which can contribute to respiratory and cardiovascular disease.

Community members who grew up swimming in the waters and harvesting fish and traditional medicines now report negative health effects from engaging in these traditional activities, which are constitutionally protected aboriginal and treaty rights under section 35 of the Constitution Act, 1982.

In response to these concerns, Aamjiwnaang First Nation invited the University of Michigan School of Public Health to conduct a 'Biomarkers of Chemical Exposure to Aamjiwnaang First Nation' study, involving 43 mother-child pairs. The study concluded that mothers and their children are exposed to multiple environmental pollutants, with higher trends than the Canadian average of cadmium, some perfluorinated chemicals (PFCs), some polychlorinated biphenyls (PCBs), Hexachlorohexane (HCH) and DDT.

In April 2019, Aamjiwnaang First Nation requested that the [UN Special Rapporteur on Human Rights and Toxics](#), Mr. Baskut Tuncak, investigate the environmental contamination in and around Aamjiwnaang First Nation and 'seek clarification on what if any remediation efforts are being taken, and most importantly to remind the Government of its obligations under international law and request information, where relevant, on steps being taken by the authorities to redress the situation in question. The UN Rapporteur has also been asked by First Nations elders to investigate the [connection between aerial spraying of forests](#) with glyphosate and a decline in deer and moose populations.

The UN rapporteur undertook a fact finding mission to Canada in May and June of 2019. In his preliminary findings, Mr. Tuncak said that Canada showed a 'blatant disregard for Indigenous rights' in its handling of toxic chemicals and industrial discharges, and called on the federal government to improve the speed with which it responds to situations where indigenous Peoples are disproportionately exposed to pollutants.

**6.2** A regular progress report on results of the Targeted Surveillance Program, communication and engagement with the at risk community, and any response taken by authorities as a result of the information generated by the Program, should be prepared jointly by ECCC and Health Canada in collaboration with community stakeholders and Indigenous partners, and meeting(s) with impacted community.

**6.3** Progress reports should be posted on the [Environmental Registry of Ontario](#) and an equivalent federal registry.

**6.4** To ensure accountability, it is recommended that the federal Commissioner of Environment and Sustainable Development be tasked with reviewing the progress reports and evaluating the effectiveness of the program

in identifying effects of harmful pollutants, communicating information to reduce exposure, and addressing the source of pollutants in a timely manner.

**7.** It is recommended that ECCC and Health Canada introduce a Strategy to Promote Substitution of Harmful Chemicals in Products.

The Chemical Substitution Strategy should employ an alternatives assessment methodology that focuses on alternate ways to achieve the function of the harmful chemical rather than simply replacing a chemical with another chemical, to ensure that the replacement chemical does not share the same harmful characteristics of the one it has replaced. (regrettable substitution)

There should be public engagement in the development and implementation of the Chemical Substitution Strategy. Progress should be documented on an annual basis and made public.

## Alternatives Assessment and Regrettable Substitution

By employing an alternative assessment methodology that considers the function of the chemical, it may be concluded that the chemical should be removed and not replaced, as its function was found to have little value. For example, producers of toothpaste have agreed to remove rather than replace plastic microbeads added to their products to 'whiten' our teeth.

A notable example of regrettable substitution occurred when ECCC undertook an assessment under the CEPA process of [Nonyl phenol ethoxylates](#). As a result of the assessment, NPEs were found to be toxic, but manufacturers replace them with octophenol ethoxylates. Overtime, these were found to have the same toxic characteristics as NPEs.

**7.1** It is further recommended that a Centre for chemical substitution be designated and appropriately resourced by ECCC to lead chemical substitution efforts in the Great Lakes basin, including:

- Assist ECCC in developing list of harmful pollutants detected in Great Lakes that should be prioritized for chemical substitution efforts.
- Bring together manufacturers, retailers, governments to support chemical substitution.
- Provide technical support to manufacturers to substitute harmful chemicals and assess alternatives.
- Develop consistent methods for evaluating alternatives to priority chemicals.
- Establish training programs for government and related stakeholders along supply chain on alternatives assessment, chemical substitution and green chemistry.
- Review available hazard data and identify information gaps that impede further progress with chemical substitution.

## Making Hazard data available



To be effective, chemical substitution relies on full product hazard data. Under Section 70 of CEPA, manufacturers, importers, distributors or users of products that have information on the toxicity of the product are obligated to provide the information to ECCC. Section 71 further allows ECCC to request that further toxicological tests be conducted by manufacturers. These provisions are essential tools that must be employed by ECCC to support a successful chemical substitution strategy.

**7.2** It is further recommended that ECCC create a voluntary chemical substitution recognition program to recognize industry leaders in chemical substitution, similar to [U.S. EPA's Safer Choice program](#).

**7.3** To ensure promotion of chemicals substitution in products on both sides of the border, it is recommended that the Parties to Great Lakes Water Quality Agreement (GLWQA) review and revise binational commitments on chemicals substitution in [Chemicals of Mutual Concern Annex](#).

**7.3.1** ECCC should make a request to the International Joint Commission to provide recommendations on a binational Great Lakes Coordination plan on chemical substitution that would inform changes to GLWQA annex.

## Impact of Chemicals in Products in Great Lakes Region

Chemicals that are used in products, particularly those in detergents, antibacterial products, pharmaceuticals and personal care products, are of growing concern to Great Lakes water quality because of the concentration of their discharge in the Region and the evidence of their accumulation in sediment and aquatic organisms. As these products are used, the chemicals in them are discharged through agricultural runoff, industrial effluent, and the bulk of sewage generated by the 40 million residents in the Great Lakes basin.

Hormone disrupting chemicals are of concern due to their potential to alter hormones in fish and other aquatic organisms at critical life stages, resulting in reproductive,

behavioural and developmental problems. Three separate studies have shown widespread distribution of alkylphenols, which are hormone disrupting chemicals used in detergents, cleaning products and adhesives, throughout the Great Lakes basin. There is added concern of the impact of exposure to multiple hormone disrupting chemicals, including estrogenic birth control.

The growing trend to add antibacterial and antimicrobial agents in cosmetics and personal care products has also become a serious concern. Triclosan, an antibacterial agent, also identified as an endocrine disrupting chemical that accumulates in the organs of fish, has been identified as a priority chemical to be assessed under the Canadian Environmental Protection Act (CEPA) process. A 2010 study showed widespread presence of Triclosan in the Great Lakes, in 89% of surface water samples and in a separate study, in 75% of people tested. In 2009, the Canadian Medical Association called on the Government of Canada to ban household antibacterial products due to the risk of bacteriological resistance.



## C. NUTRIENTS



The frequency and severity of harmful algal blooms (HABs) are increasing within the Great Lakes Basin. Nonpoint sources of nutrients, including phosphorus (P), from agriculture and urban stormwater runoff are key

contributors to the growth of HABs. A [2019 report by the Environmental Law and Policy Centre](#) notes that HABs are further exacerbated by greater frequency of intense storms and precipitation as well as changes in water temperature associated with climate change. It should be noted that the need to reduce HABs across the Great Lakes must be balanced with maintaining nutrient inputs to sustain productive fisheries.

While some agricultural nonpoint contributions of nutrients, including individual farms, may be at very low concentrations, their cumulative impact is significant. It is therefore difficult to determine where to focus efforts for the greatest and most immediate impact given limited funding. The problem demands a different approach to what has been offered to date, in terms of broad-based agricultural education and incentive programs. We need to be more strategic in prioritizing areas in which to focus our efforts to reduce nutrients impacting our waterways.

There is also the added challenge of evolving nutrient management advice, and coordinating those providing advice and assistance to reduce nutrient loss, including extension workers, researchers, certified crop advisors, as well as drainage superintendents and Conservation Authority staff. Greater consistency in messaging will better assist farmers on making decisions affecting nutrient loss from their fields.

Urban stormwater presents a different set of challenges to agricultural runoff. Urban stormwater is often collected and discharged into waterways without treatment. While retention and collection infrastructure is in place, stormwater management facilities (such as wet ponds) must be maintained to remain effective at achieving required reduction in total suspended solids. Attention is being paid to improve planning and absorb more runoff with green infrastructure and low impact development, rather than it being discharged into waterways.

Targeted geographically-focused data and analysis are needed to identify which agricultural and urban

properties are likely to be contributing the most nutrients and to customize best management practices (BMPs) to reduce nutrient loss. Data privacy must also be respected. In Ontario, there are barriers to collecting farm data. Lessons on data management and protection of data confidentiality can be learned from the U.S. Geological Survey, and the U.S. Department of Agriculture. At the same time, we also need to improve how we coordinate, analyze and share monitoring and modelling to accelerate and implement more precise interventions in priority areas.

It is important to acknowledge and build on Ontario's progress to date in reducing nutrients entering waterways through the promotion of best management practices and low impact development for urban and agricultural sources, including existing programs like the 4R Nutrient Stewardship Program, Environmental Farm Plans, nutrient management plans, Sustainable Technology Evaluation Program (STEP), and wastewater treatment modifications. Periodic cost share programs such as the Great Lakes Agricultural Stewardship Initiative (GLASI), Lake Erie Agriculture Demonstrating Sustainability (LEADS) and the Canadian Agricultural Partnership have also advanced knowledge and understanding of best management practices in the Great Lakes region.

Wastewater is a point source of nutrients, and while important, these recommendations are focused on the challenge of nonpoint sources only, as these make up an estimated 87% of total phosphorus load in the Thames River basin.

## Non Point sources contribute most to total phosphorus load

In the Thames River watershed, long term water quality and flow monitoring programs, and recent phosphorus load monitoring has provided information on the scale and timing of phosphorus loads at subwatersheds. Across the watershed, **87% of total phosphorus load** comes from nonpoint sources, with 13% from wastewater treatment plant point sources. Although it is estimated the majority of nonpoint source total phosphorus loading comes from agriculture, urban nonpoint loads must also be addressed. Findings also show that phosphorus and sediment loads are highest in winter and spring runoff/highest flow conditions and that phosphorus loads come from individual properties and tributaries across the Thames watershed. As such, the focus to date has been on promoting the implementation of key strategic practices across the watershed.

# Great Lakes Nutrient-Related Agreements and Plans

## Great Lakes Water Quality Agreement

Under [Annex 4](#) (Nutrients) of the binational [Great Lakes Water Quality Agreement](#) (GLWQA), Canada and the United States have committed to reducing nutrients entering the central and western basin of Lake Erie by 40% based on 2008 levels.

## Lake Erie Action Plan

Canada and Ontario have agreed to a strategy to achieve Canada's share of this target, as outlined in the Canada-Ontario "[Lake Erie Action Plan: Partnering on Achieving Phosphorus Loading Reductions to Lake Erie from Canadian Sources](#)". Within the Lake Erie basin, the Thames River has been identified by Canada and Ontario as a priority watershed for phosphorus reduction with a target of 40% reduction from 2008 levels. The Thames watershed has highly productive farmland with about 80% of the land used in agriculture.

## Canada-Ontario Agreement

The [Canada-Ontario Agreement \(COA\) on Great Lakes Water Quality and Ecosystem Health](#) is a federal-provincial agreement that supports the restoration and protection of the Great Lakes basin. COA's Annex 1 on Nutrients is designed to address the issue of excess nutrients and reduce harmful and nuisance algal blooms.

## International Joint Commission's Lake Erie Ecosystem Priority

In 2014, the International Joint Commission (IJC) released a report entitled [A Balanced Diet for Lake Erie](#) with a series of recommendations on actions needed to reduce nutrients entering Lake Erie.

## Thames River Shared Waters Approach

A water management plan (Thames River [Shared Waters Approach to Water Quality and Quantity 2019 draft](#)) has been developed by the partners of the Thames River Clear Water Revival which includes key issues on addressing phosphorus in the Thames watershed and recommendations for implementation by its various partners including Indigenous communities, the City of London, Environment and Climate Change Canada, Ontario MECP, Ontario MNRF, and MAFRA, and Upper Thames River and Lower Thames Valley Conservation Authorities.

### Lake Simcoe Protection Act/Plan

Canada and Ontario have also coordinated funding and actions to monitor and reduce nutrients entering Lake Simcoe under the [Lake Simcoe Protection Act](#), and the [Lake Simcoe Protection Plan](#).

### Nutrient Management Act

Ontario's [Nutrient Management Act](#) provides a framework for the management, application and storage of agricultural source materials (such as manure) and non-agricultural source materials (such as sewage biosolids) applied to agricultural land as nutrients.

## Desired Outcome and Recommended Actions

The desired outcome is to reduce agricultural and urban nutrient runoff in priority areas contributing to harmful algal blooms, and to improve the health of our waters. The following actions are proposed:

8. Adopt precision conservation and urban stormwater optimization approaches.
9. Develop data management strategy and tools to identify priority properties and strategic best practices.
10. Create a 'Water Quality and Nutrient Management Centre' to support nutrient management through precision conservation and urban stormwater optimization.
11. Designate a 'network' of extension workers with standardized training to provide consistent technical advice on phosphorus loss reduction.
12. Where urban areas are identified as significant contributors of phosphorus loading, require municipalities to develop an urban stormwater optimization/prioritization plan.

## It Is Recommended That

**8.** The Governments of Canada and Ontario adopt a targeted, geographically-specific approach to reducing nutrients entering the Great Lakes, employing precision conservation and stormwater optimization, to bridge the gap between farm scale conservation implementation and urban stormwater management with broader water quality impacts.

**8.1** This requires embedding precision conservation and urban stormwater optimization approaches within

agricultural and infrastructure investments and extension programs to support farmers, municipalities, First Nations, and others in their efforts to reduce phosphorus loss on a subwatershed basis and improve water quality within the Great Lakes Basin.

This targeted, geographically-specific approach does not preclude nor replace strategic practices that should be widely implemented across watersheds (for example, the timing of manure spreading to avoid spreading while land is frozen, planting cover crops, etc.).

**8.2** Precision conservation is defined as a targeted, geographically-specific approach that identifies properties in priority subwatersheds and recommends a set of specialized practices, technologies and procedures at sufficient scale to enable landowners to make decisions yielding the greatest benefit from resources allocated to reduce nutrient loss.



## Importance of Identifying Priority Subwatersheds

The Great Lakes Water Quality Agreement Annex 4 on Nutrients identified 14 large watersheds in both Canada and the United States as a priority in the Lake Erie Basin, including the Thames River basin and creeks in the Leamington area in Ontario. Areas were chosen based on their relatively high nutrient loads flowing into Lake Erie, and whether an algal bloom was appearing at the mouth of the tributary that drained into the watershed.

Loads coming out of tributaries at the mouths were documented. The Heidelberg approach, involving three samples per day at the mouth of tributaries for 365 days across 15 different parameters, is considered the most effective, but is data intensive. Annex 4 opted for 50 to 100 samples per year. However, this approach could miss large storm events that contribute to 70-90% of phosphorus loss.

On the U.S. side, in Ohio, an Annex 4 subcommittee on tributary loadings documented monitoring results from the mouths of tributaries in key priority watersheds. They also moved upstream to document loads in small tributaries. Ohio monitors total load and flow weighted mean concentration, which shows more consistent concentrations in both dry and wet years, avoiding the conclusion in dry years that phosphorus levels have dropped, or the reverse in wet years.

In 2018, Governor Kasich of Ohio issued an executive order designating eight Maumee subwatersheds as “impaired” based on three years of this type of monitoring. A strategy to identify priority subwatersheds, and eventually down to the property level, must be based on sampling stations at the mouth of tributaries at a frequency capturing the largest storms.

The Governments of Canada and Ontario have started to look at prioritizing subwatersheds in the Thames River basin. This exercise would help identify where to focus precision conservation and stormwater optimization activity.

## Key steps in precision conservation

The Governments of Canada and Ontario identify priority subwatersheds where precision conservation should be focused. This should be based on contributions of higher levels of nutrients, or the sensitivity of the receiving water body.

- Identify customized conservation practices that have the greatest impact on nutrient loss in specific circumstances.
- Use GIS-based decision support platforms to identify specific properties contributing phosphorus.
- Engage farmers directly to discuss options for conservation practices, customization and placement.
- Best practice advice continues to evolve and remains unclear to many farmers. Customized best practice information and extension support is required.
- Assist farmers applying conservation practices targeting location/timing.
- While Ontario Conservation Authorities and agricultural extension programs exist, there is not enough capacity and coordination needed to make progress.

## Building on Existing Agricultural Stewardship Programs and Initiatives

Precision conservation must be integrated into whole farm operations by ‘stacking’ a suite of best management practices, and build on progress achieved to date on reducing nutrient loss through a number of existing and past programs and initiatives:

The [Canadian Agricultural Partnership](#) is a federal-provincial cost share program continues to advance knowledge and understanding of best management practices as well as support customized edge-of-field conservation practices (restored wetlands, saturated buffers, bioreactors, drainage modifications, placement of ponds, etc.) and technologies (e.g. passive or active phosphorus removal systems).

The [4 R Ontario Nutrient Stewardship](#) is an industry-led program that promotes the application of the right source of fertilizer at the right rate and time to the right



place. The 4R voluntary certification program trains crop advisors and agricultural retailers to explore and document strategies to improve nutrient management on farms. The 4R Nutrient Stewardship program also serves as a protocol for carbon reduction.

OMAFRA recently convened a Soil Health Working Group to gather advice on developing [Ontario's Agricultural Soil Health and Conservation Strategy](#).

[Environmental Farm Plans](#) are planning tools to help farmers identify potential risks and implement good site-specific field practices, such as cover crops, limited tilling practices, among other stewardship actions. Farmers have also developed site-specific nutrient management plans for individual farms.

[Farmland Health Check-Up](#) facilitates on-farm risk assessments of soil health and water quality, with specific attention paid to erosion, compaction, organic matter, and soil chemistry.

Lake Erie Agriculture Demonstrating Sustainability (LEADS) was a cost share program that supported the implementation of best management practices on farms within the Lake Erie and Lake St Clair watersheds using risks identified through the Farmland Health Check-Up.

Other cost share programs such as the Great Lakes Agricultural Stewardship Initiative (GLASI) helped farmers improve soil health and stewardship practices through promotion and monitoring of best management practices, as well as providing long-term data and valuable information for farmers and decision makers.

The [Thames River Phosphorus Reduction Collaborative](#) (PRC) is a joint project of the Ontario Federation of Agriculture and the Great Lakes and St. Lawrence Cities Initiative, aimed at developing, testing and promoting a suite of effective land management and drainage solutions for agriculture, developed cooperatively with partners, for reducing or removing phosphorus from agricultural run-off and improving water quality in the Thames River.

## Different Approaches to Precision Conservation

### Chesapeake Bay

Lessons can be learned from thirty plus years of nutrient management in the [Chesapeake Bay watershed](#). After sporadic adoption of best management practices, a targeted 'precision conservation' approach was adopted in the Chesapeake area focusing best practices at the lot level where they can have the greatest impact.

The availability of high resolution (one metre spatial resolution) land cover information has improved the potential for precision conservation. These efforts have been spearheaded by the Chesapeake Conservancy who worked partners to identify new cost-effective practices and technologies that can accurately determine high-functioning natural landscapes and help guide conservation targeting in the Chesapeake Bay watershed.

### [Spatially Referenced Regression on Watershed](#)

[Attributes](#) (SPARROW) is a modelling tool that utilizes in-stream water quality measurements and spatially referenced characteristics of watersheds to estimate the origin and fate of contaminants in rivers. Pennsylvania has embraced this watershed prioritization approach as integral to the development of their watershed clean-up plan to meet the Chesapeake Bay wide pollution caps for nitrogen, phosphorus and sediment.

The SPARROW model is intended to be used by water managers to plan watershed management and implement best management practices throughout the United States, including the Great Lakes region. Results of this prioritization effort are summarized in the [Chesapeake Progress report](#) by the U.S. Department of Agriculture's Natural Resource Conservation Service. This advanced targeting helps focus efforts on properties that will provide ecosystem services and deliver the greatest amount of benefits with limited funding.

## Illinois and Kentucky

[Precision conservation management](#) (PCM) is a farmer-led effort developed to address natural resource concerns on a field-by-field basis by identifying conservation practices that effectively address environmental issues in a financially viable way. The mission of the PCM program in Illinois and Kentucky is to increase adoption of voluntary conservation practices by commodity crop farmers and animal producers in the Mississippi River Basin by assisting farmers with selection of financially-favourable best management practices for their unique farming enterprise.

9. It is recommended that the Government of Ontario, with support from the Government of Canada, develop a data management strategy and GIS-based tools to support the precision conservation approach and to facilitate the collection and use of datasets (e.g. elevation, soil type, property boundaries, land use) needed to prioritize properties and best practices.

9.1 As part of the data management strategy, establish confidentiality protocols to protect landowner data, e.g. in aggregated form.

9.2 Relevant layers of GIS-based data need to be made available to identify areas contributing high levels of phosphorus, such as field boundary data, soils data, land use data, and elevation data.

## Using big data to support precision conservation

Examples of big data supporting precision conservation in other jurisdictions:

### Agricultural Conservation Planning Framework

The [Agricultural Conservation Planning Framework](#) (ACPF) is a decision support model and set of tools for precision conservation employed in the U.S. midwest. ACPF takes a watershed approach to conservation planning and scenario building using layers of data such as digital elevation, field boundaries, soils, and crop cover. Maps are generated with this geographically specific data to identify priority subwatersheds and a decision support platform helps determine site-specific opportunities to implement agricultural conservation practices. ACPF can also evaluate the effectiveness of multiple practices in meeting nutrient reduction targets. According to the [experience in Minnesota](#), it is easy to tailor to specific

local needs. The decision support tool not only provides a framework for prioritization and implementation, but also offers [lessons from the U.S. midwest](#) in producer engagement and coordination of conservation efforts.

### Nutrients Tracking Tool

Another example of using big data is the [Nutrients Tracking Tool](#) developed by Tarleton State University in Texas to estimate nutrient loss from crop and pasture land.

## Building on existing decision support tools/data platforms in Ontario

Existing data platforms and tools in Ontario that could be integrated to support the adoption of a precision conservation approach:

OMAFRA's **Phosphorus Loss Assessment Tool for Ontario (PLATO)** is designed to assess the risk of P loss from agricultural fields. The tool considers soil texture, slope, and proximity to surface water, transport of nutrients, as well as phosphorus application techniques, timing and rates.

AAFC's **Indicator of Risk of Water Contamination by Phosphorus (IRWOC-P)** in an internal platform that assesses the risk associated with Canadian agricultural practices at a watershed scale.

Ontario's [Watershed Flow Assessment Tool](#) is an accessible open data and mapping portal used to visualize hydrology and water flow and data within Ontario.

Ontario's [AgMaps Geographic Information Portal](#) is an online application that allows users to search for agricultural data on soils and drainage, and create customized maps.

[Water Information Systems KISTERS \(WISKI\)](#) are being developed through Conservation Authority nodes across Ontario to incorporate water data from multiple sources and agencies.



**9.3** It is recommended that a watershed-level nutrients data portal be created to ensure accessibility and coordination of Great Lakes nutrients monitoring/modelling data and analysis (both agricultural and urban stormwater) at the watershed level to inform precision conservation and stormwater optimization.

The watershed-level nutrients data portal would include:

- A Great Lakes map of the greatest nutrient losses, pressures, and priority areas.
- A comprehensive list of monitoring stations and parameters.
- A list of agencies responsible for monitoring and modelling.
- Monitoring and modelling data, interpretation, and visualization.
- Tools and strategies for nutrient loss mitigation, including advice on best management practices, and expertise to apply at a site-specific property level.
- A list of ongoing partner initiatives and projects outlining who is doing what and identifying linkages in order to coordinate efforts.
- Required bandwidth for Indigenous communities to ensure accessibility
- Both agriculture and urban data to support precision conservation in agriculture, and stormwater optimization approach in urban environments.

**10.** It is recommended that the Governments of Canada and Ontario, together with partner universities, Indigenous communities, and relevant organizations, create a Centre for Water Quality and Nutrient Management to generate and coordinate information to support precision conservation and stormwater optimization approaches in the Great Lakes Basin.

**10.1** The Centre would offer the following functions supporting both agricultural and urban nutrient management:

Overarching Process

- Coordinate overall prioritization process.
- Promote a sustainable cycle of nutrients, including the production, use, recovery, reuse and recycling of phosphorus.

Data Collection

- Support open data mapping and portal/inventory of watershed-level monitoring, modelling, data visualization, projects, and support commitment to open data.
- Promote community of practice that shares models (proprietary, costly modeling exercises).
- Develop a data confidentiality protocol.
- Implementation Advice and Training
- Communicate methods and practises in agriculture and stormwater to reduce phosphorus loss, and provide best management practice advice (e.g. managing non-growing season).
- Promote action on the ground for the adoption of best management practices, green infrastructure, low impact development, and restoration projects.
- Develop and train a dedicated network of extension workers/delivery nodes and training.

Policy and Finance

- Explore new policy tools, approaches, and guidelines.
- Conduct cost benefit analysis, incorporating externalities.
- Explore and support investment options, e.g. serve as an aggregator for green bonds, payments for ecosystem services, stormwater fees, and/or other financial mechanisms.

Evaluation

- Develop improved methods to measure and track progress through modelling, monitoring of water quality levels, and validation of practices on the landscape.
- Evaluate the effectiveness and cost-efficiency from water quality/nutrient loss perspective and other co-benefits, and aim for continuous improvement.

## Opportunities to manage a sustainable phosphorus cycle from production and use to recovery

Many countries are now recognising the integrated nature of the phosphorus cycle and the need to improve many aspects of how we produce, distribute, use, recover, reuse and recycle phosphorus. The development of a Center focused on nutrient management would allow for 'new thinking' around a circular economy of phosphorus.

In the future, it is likely that phosphorus may be seen much more as a precious, increasingly scarce and expensive commodity that is too valuable to waste, and therefore efforts to recover phosphorus from agriculture and urban stormwater, as well as wastewater, will increase. This has the multiple benefits of reusing phosphorus, potentially saving farmers and municipalities money, creating jobs, reducing greenhouse gases, and improving water quality.

Examples of similar initiatives developed in other countries include the [Sustainable Phosphorus Alliance](#), the [Dutch Nutrient Platform](#), and the [European Phosphorus Platform](#).

**11.** It is recommended that Agriculture and Agri-food Canada (AAFC) and the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) work with the Centre for Water Quality and Nutrient Management to designate a dedicated network of extension workers, through existing organizations or a new institution, that receive standardized training, and provide consistent technical advice to farmers.

This extension network would support a range of partners including farmers and farm groups, Conservation Authorities, certified crop advisors, engineers, drainage superintendents, extension workers (e.g. Ontario Soil and Crop Improvement Association (OSCIA)), governments, and non-profit organizations such as Ducks Unlimited Canada (DUC) and Alternative Land Use Services (ALUS).

**11.1** The network would receive training on providing advice to priority property owners in priority subwatersheds on the most effective practices that reduce P loss, especially during peak times during the year.

## Agricultural stewardship extension and training

### Agricultural Extension and Training Success Factors

- Bringing together a suite of agricultural extension workers to deliver consistent advice.
- Connecting trusted experts and farmers face-to-face, in addition to written materials and online tools.
- Support peer review approach with local farmers and experts making decisions.
- Providing ongoing training of trainers on the latest technology, innovative approaches, policies/regulations, and incentives
- Target training relevant to certain times of year for specific key actions, subwatersheds and/or properties (relevant to winter spring runoff).
- Ensuring the long-term sustainable funding of extension and training specialists.
- Supporting market-based opportunities for certified crop advisors to deliver services that provide public benefits, including extending the business service model to phosphorus loss reduction.
- Including accountability mechanisms such as monitoring, evaluation and reporting criteria.

### What agricultural extension and training is required?

- Support soil BMP implementation and a feedback loop to researchers for continuous improvement.
- Foster expansion of known practices that improve water management and reduce overland flow (i.e. cover crops).
- Promote existing erosion assessment, prevention and mitigation tools.
- Expand on-farm soil health planning tools such as 4R Nutrient Stewardship certification, Environmental Farm Plan, Farmland Health Check-up, etc.
- Deliver consistent messaging on soil care practices.

**Who needs training?** Farmers, certified crop advisors in agriculture retail and agricultural consultants, equipment manufacturing, input supply companies, engineers, drainage contractors, Conservation Authority field staff, and financial service experts, among others.

**Who would train?** Ontario Ministry of Agriculture, Food and Rural Affairs field extension/environmental branch, Agricultural and Agri-food Canada, university extension groups at the universities of Guelph, Waterloo, Western University, Windsor. Also experienced contractors, engineers, drainage superintendents, and other partners.

**12.** It is recommended that, where subwatershed modelling and monitoring identifies urban areas as significant contributors of phosphorus loading, the Ontario Ministry of Environment, Conservation and Parks (MECP) require the relevant municipalities in consultation with Conservation Authorities to develop an urban stormwater optimization/prioritization plan with steps to achieve measurable phosphorus reductions.

**12.1** Prioritization would be based on urban stormwater management optimization modelling, at a watershed scale where appropriate. Plans would need to consider the use of grey and green stormwater infrastructure and natural assets, and explore financial tools that municipalities and Conservation Authorities can use, such as stormwater management fees, offset programs, and green/blue bonds.

**12.2** Education and training support needs to be provided as well. [The Sustainable Technologies Evaluation Program](#) (STEP) could be expanded to deliver professional training on the effective design, construction, inspection and maintenance of grey and green stormwater infrastructure. It is important to support the continued evolution of university and/or college curriculum so that new and innovative green infrastructure approaches are taught. It is also recommended that green infrastructure certification programs be explored as such as the [U.S. National Green Infrastructure Certification program](#).

## Lake Simcoe Urban Stormwater Optimization

The Lake Simcoe Region Conservation Authority, in partnership with the Government of Ontario, municipal and Indigenous communities, has completed subwatershed plans and implementation plans for a select number of urban stormwater priority projects.

“Urban stormwater optimization” is being explored as a pilot project within the Lake Simcoe watershed. This approach seeks to determine the potential of system-based, watershed-wide stormwater management planning to achieve optimal performance (in this case, phosphorus reduction) of stormwater infrastructure using both green and grey infrastructure as well as natural assets in the most cost-efficient way.

A continuous simulation model is coupled with a decision support tool developed by the U.S. Environmental Protection Agency called [SUSTAIN](#) that runs thousands of stormwater management options. Each spatially derived management option includes associated costs and benefits. Plots of management options are then used to create ‘optimization curves’ which help determine the most cost-effective strategy for a given targeted area.

Once established, this stormwater optimization model will test the efficacy of various economic principles such as equitable responsibility, aggregation, and scale. Equitable responsibility is the term being applied to the concept of cost and resource sharing for stormwater management planning (and potentially design, construction and operation) amongst municipalities and Indigenous communities within a watershed.



# D. BEACHES AND BACTERIOLOGICAL CONTAMINATION



For many Ontarians and visitors, our beaches are where we spend the most time enjoying the Great Lakes. Beaches are valuable community assets, bringing in thousands of visitors to large cities and small towns each year, contributing to

our quality of life and to local economies. There are 800 beaches in Ontario, many of them on the shoreline of the Great Lakes. Beach owners, including municipalities, Indigenous communities, provincial parks, Conservation Authorities, and private resort owners, working with public health units, have generally maintained a strong track record of preventing waterborne diseases from people enjoying these recreational waters.

Notwithstanding Ontario's good track record, between 15-20% of Ontario's beaches have chronic bacterial contamination issues. According to public health data compiled by [Swim Drink Fish](#), of the 800 beaches regularly monitored in Ontario, approximately 15-20% of these exceed the *E. coli* standard 20% of the swimming season. It should be noted that this estimate is based on pass/fail testing results in 2017 and 2018, for beaches with varying frequency of testing and varying monitoring start and end dates. Taking these variations into account, it is estimated that the recommendations presented below with regard to 'impaired beaches' would impact around 120 beaches. To determine which beaches would be categorized as 'impaired' according to the recommendations below, a more thorough analysis of data over several years would need to be conducted.

Bacteriological contamination at beaches may be caused by one or more of a number of sources including untreated sewage, waterfowl feces, leaking septic tanks, domestic animals, and urban and agricultural run-off. All are important to track and assess as contributors to beaches contamination. However, from a risk-based approach, due to its high concentration of pathogens, and its potentially serious health effects including gastroenteritis, febrile respiratory illness, or skin illness,

addressing untreated sewage is a top priority. Untreated sewage may be released directly as a bypass, or it may be gathered through cross connections to the stormwater collection system that is discharged at an outfall close to a beach. During heavy rainfalls, these sources of bacteriological contamination may increase significantly.

The persistent nature of this bacteriological contamination in 15-20% of beaches in Ontario suggests its sources are unknown and/or not being addressed. While public health units monitor the quality of beaches, they are not vested with the authority to require action to be taken by the beach owner to identify and addresses these sources. The public health unit's authority is limited to protecting public health by requiring public posting of the beaches as unsafe for swimming. It is the responsibility of the environmental and water quality regulator, the Ontario Ministry of Environment, Conservation and Parks to ensure that sources of bacteriological contamination are identified and addressed.

The number of chronically impaired beaches in Ontario is not commonly known because there is no system to track beaches performance. Currently, if a member of the public would like to look up the beach quality test results, s/he must look them up on each of the relevant municipalities' websites. Unlike the United States, the European Union, and a number of other jurisdictions, there is no central database to keep track of overall beach quality across the Province, nor is there a system to rank or categorize beaches to provide a relative evaluation of beaches to the public.

In Ontario, there is also a challenge in communicating test results in a timely manner. Public Health Ontario's '[Public Beach Water guidance on test methods for \*E. coli\*](#)' requires membrane filtration testing as per [the Ontario Ministry of Environment's drinking water testing methods E3371](#). Weekly testing using this method is paid for by the Province. Samples are sent to Ontario laboratories for analysis. Using this required testing method, analysis takes 24 to 48 hours. If a sample exceeds the *E. coli* standard, Public Health will require that the beach be posted as unfit for swimming. However, given the length it takes to evaluate the results of membrane filtration testing, by the time it is posted, the information often no longer reflects the quality of the water. From a public health protection point of view, it is of little value as it is posted 24-48 hours after the sample was originally taken. Other sampling methods used in the U.S., Québec, and Europe, provide more

timely information. However, these are not permitted nor are they paid for by the Ministry of Health and Long Term Care in Ontario.

The need to address these deficiencies is all the more urgent given the impacts of climate change. Over the next 30-40 years, it is projected that the lower Great Lakes region will be transformed from its current temperate climate to a subtropical climate. This will bring longer and hotter beach seasons, attracting many more people to the shoreline. It will also bring more intense and extreme storms which will [worsen episodes of bacteriological contamination](#) of beaches that go unaddressed. The impact of high water levels and strong wind and wave energy may degrade beach and shoreline integrity.

## Regulating and Managing Beaches - Who Does What

There are two aspects to the monitoring, regulation and enforcement of beaches quality. The first, protection of public health through regular monitoring and public notification of water quality, is the responsibility of the Ontario Ministry of Health and Long Term Care through local public health units. The authority of public health officials only extends to informing the public of a public health risk.

The second aspect is the quality of the recreational waters. Recreational water quality is evaluated based on the best indicator of bacteriological contamination, the *E. coli* standard. Where there are repeated exceedances of the *E. coli* standard, the water quality must be addressed, and any enforcement activity to address the source of contamination is the responsibility of the Ontario Ministry of the Environment, Conservation and Parks, under the Ontario Water Resources Act.

The Government of Canada, through Health Canada, maintains national guidelines for the management of the recreational waters, [Guidelines for Canadian Recreational Water Quality](#). These standards, or more stringent ones, have been adopted at the provincial and territorial level through public health programs.

The Guidelines for Canadian Recreational Water Quality recommends *Escherichia coli* (*E. coli*) as an indicator of fecal contamination in freshwaters and sets a standard limit of 200 *E. coli*/100mL for recreational water use. Up until 2018, the Government of Ontario maintained a more

stringent standard of 100 *E. coli* per/100mL. In 2018, this was changed to 200 *E. coli*/100 mL to harmonize with the Federal Guideline.

In most provinces including Ontario, municipalities take all the day-to-day decisions related to the operation and maintenance of public beaches within their boundaries. Under the Ontario Health Protection and Promotion Act, public health units are responsible for monitoring beach water quality. Responsibility for beach monitoring in Ontario Parks lies with the Ministry of the Environment, Conservation and Parks (MECP) and the Ministry of Natural Resources and Forestry (MNRF). Indigenous Services Canada is responsible for ensuring the quality of recreational water on reserve. The First Nations and Inuit Health Branch (FNIHB) is ultimately responsible for monitoring recreational water quality in the First Nations. In First Nations, recreational water quality is tested in the on-reserve water lab or the samples are sent to provincial or contracted labs. FNIHB's Environmental Public Health program provides equipment and training for recreational water quality monitoring in First Nations.

The Ontario Ministry of Health and Long-Term Care (MOHLTC) publishes two key guidance documents related to beaches, the [Recreational Water Protocol](#) and the 'Beach Management Guidance' Document. The 'Recreational Water Protocol' (2018) provides the Boards of Health with details on the delivery of recreational water programs and services. The 'Beach Management Guidance' Document supports the Boards of Health (BOHs) in the implementation of 'Recreational Water Protocol' and describes task-specific best practices. The 'Operational Approaches for Recreational Water Guideline' (2018) provides direction to Boards of Health about the manner in which to approach the requirements described in the 'Recreational Water Protocol' (2018).

The Ontario Water Resources Act (OWRA) deals with sewage works and prohibits or regulates the discharge of sewage and stormwater into water bodies. The [Stormwater Management Planning and Design Manual](#) provides technical and operational support in planning, designing and reviewing the stormwater management practices. [Guideline F-5-5](#) under the OWRA outlines rules for treating municipal and private combined and partially separated sewage systems, and specifies that plants with a history of combined sewage overflows must meet the *E. coli* standard 95% of the swimming season.

## Notable Beach Programs

The [Blue Flag program](#), administered in Canada by the non-profit organization Environmental Defence is an international beach quality certification program. Blue Flags are awarded to beaches and marinas that meet stringent criteria for beach water quality, environmental education, cleanliness and accessibility, safety standards, environmental protection, and management.

[The Healthy Lake Huron - Clean Water, Clean Beaches Partnership](#) is a collective effort of various levels of government to reduce the amount of phosphorus and bacteria (such as *E. coli*) entering the water due to failing private septic systems, municipal wastewater, and natural sources such as waterfowl.

[Swim Drink Fish](#) (SDF) is a non-profit organization dedicated to building a movement of active, informed and engaged individuals working in their communities to make their recreational waters swimmable, drinkable and fishable. SDF's [Swim Guide](#) provides the most comprehensive online information on weather, water and beaches quality in Ontario.

## Desired Outcome and Recommended Actions

The desired outcome is to ensure that Great Lakes beaches are clean and protect public health by moving from a public notification approach to a risk-based, centrally monitored pollution reduction and prevention approach, involving both MOHLTC and MECP.

Adopting a risk-based, science-based approach, the Collaborative is recommending that a more robust response to beaches with chronic bacteriological contamination be adopted, involving targeted action to identify and address the sources of bacteriological contamination. This will require the involvement of communities who benefit from beaches as community assets. As this is both a public health and water quality problem, it demands coordination and collaboration between the Ontario Ministries of Health and of Environment, Conservation and Parks. To the extent that some of the contamination can be attributed to sewage and stormwater, it will also require financing where costly infrastructure upgrades may be necessary.

This new approach would involve three key actions:

1. Ontario would adopt a risk-based, science-based approach to beach management that would target beaches with chronic bacteriological contamination issues and require action to track and address the persistent sources of bacteriological contamination, with funding support.
2. Both the Governments of Canada and Ontario would modernize their guidelines on the use of new techniques and technologies that allow for more time-sensitive monitoring, assessment and reporting of beach quality.
3. Ontario would create a centralized portal to communicate beach quality information, making beach quality categorization, testing and survey results easily accessible to the public.

## It Is Recommended That

**13.** The Ontario Government introduce a new risk-based categorization system for Ontario beaches, that would require those beaches categorized as 'impaired' to trace the source of the chronic bacteriological contamination and take action to address it.

This new system would require coordination, collaboration and information sharing between the Ontario Ministry of Health and Long Term Care and the Ontario Ministry of Environment, Conservation and Parks to identify chronically impaired beaches and to determine the appropriate actions to bring beaches with chronic *E. coli* exceedances into compliance. It would also require a collaborative approach locally where chronic beaches are identified, to determine the right course of action and to build support to take these actions. It would serve to provide beach users, beach owners, public health units, and the Ontario Ministry of Environment, Conservation and Parks, an indication of the comparative quality of beaches and progress in addressing bacteriological contamination where it exists.



This new beaches categorization system is modelled on similar systems in [Europe](#) and the US.

Categorization would be based on the following criteria:

- a. Percentage of the swimming season when beach samples met or exceeded the *E. coli* standard, based on minimum of 20 data points over 3-5 yrs of testing.
- b. Bacteriological contamination has been traced to its source/s.
- c. A beach management plan is in place to address these sources and communicate publicly on progress.
- d. Beach is known to be impacted by combined sewage overflows, and therefore subject to F5 guideline's more stringent requirements re: meeting *E. coli* standard.

## Summary of Beaches Categorization System

(n/a=not applicable)

	1-Combined Sewer Overflow (CSO)-impacted beaches	2-Impaired beaches	3-Fair-Good beaches	4-Good-Excellent beaches
<b>Exceedance of <i>E. coli</i> standard</b>	>5% of swimming season	>20% of swimming season	>20% of swimming season	< 20% of swimming season
<b>Response plan</b>	yes	required but not in place	yes and showing progress	yes
<b>Source tracking</b>	n/a	required but not undertaken	yes	yes
<b>Subject to F55 guidelines</b>	yes	n/a	n/a	n/a

**13.1** For impaired beaches (including in Indigenous communities, areas of concern and provincial parks)

a) MECP, in consultation with public health units (Indigenous Services Canada in the case of First Nations) would be responsible for introducing requirements for the beach owner to track and address sources of bacteriological contamination, and to prepare a beaches management plan.

i) the beach owner would be required to undertake the tracking and address the sources of contamination and develop and implement beaches management plan, in consultation with community and with federal and provincial financial support; The beach owner would have up to three years to identify the sources of contamination and prepare a source tracking and response plan to address the sources.

ii) In extreme cases, where the beach owner is not able to mitigate the chronic source of bacteriological contamination, the beach owner would be permitted to undertake an assessment of the suitability of the site for a beach in consultation with the community. If sufficient evidence that mitigation of pollution sources is not possible, the beach owner, in consultation with Public Health, MECP and the community, would be permitted to close the beach.

b) Where the party responsible for the contamination is not the beach owner, MECP would take action to require responsible party to mitigate source of contamination.

**13.2** For those 'fair-good' beaches open under 80% but implementing a risk management plan, beach owners would be required to continue to put beach management actions in place that were known to protect the public, e.g. automatic rain rules.

**13.3** For those 'good-excellent' beaches that have reduced testing frequency requirements, (e.g. once a month), recommend the criteria of Blue Flag beach be adopted (80% of the geometric mean results must fall below the limit value).

**13.4** For those beaches designated under MECP's F5 guideline (CSOs), beaches must meet the *E. coli* standard 95% of the time during the swimming season.

**13.5** For all beaches, annual environmental health and safety surveys should be completed, as well as regular short field surveys when taking samples throughout the beach season.

While the Collaborative was asked by Environment and Climate Change Canada to focus bacteriological contamination, it is not the only threat to public health on beaches. Other threats, such as cyanobacteria in harmful algal blooms, high waves, or rip currents, can pose an equal or greater threat to human health. For this reason, it is recommended that conditions beyond the presence of *E. coli* as an indicator of bacteriological contamination should be documented through regular field surveys.

**14.** It is recommended that Ontario Ministry of Health and Long-Term Care (MOHLTC) create and maintain a central portal with beach quality information, including information on the 'status' of the beach (based on above four categories: impaired, fair-good, good-excellent, under CSO advisory)

Once the categorization system is established, it will then be important for MOHLTC and MECP to keep track of the relative performance of beaches across the province, the number of beaches that are categorized 'impaired', and to make beach quality information easily available to the beach goers. In the U.S. and a number of other jurisdictions, this is done through a central portal.

- MOHLTC should prepare guidelines for municipalities on required standardized format of data to upload to a centralized portal
- Require beach owners or public health unit to upload verified beach testing data to central portal in compatible format as it becomes available (e.g. following weekly sampling and verification of data; less frequent in provincial parks or northern or remote beaches).
  - Allow for registration for text service linked to portal, that would send individuals texts of water/beach quality at specific beaches.
  - Include *E. coli* testing info as well as other risks, including presence of cyanobacteria, red tide, and common daily information like water temperature, wind direction, wave action.



**15.** It is recommended that MOHLTC amend the Public Health Ontario's Public Beach Water guidance on test methods for *E. coli* to allow for alternate testing methods other than membrane filtration as per Ontario MECP's drinking water testing methods E3371. Federal recreational water guidelines (2012) currently under review should likewise include a review and revisions to testing methods.

Testing methods that have been commonly used in other jurisdictions over the last decade should be permitted. This would allow for more timely communication of actual water quality to beach goers rather than a retrospective test that is 24-48 hours out of date by the time it is communicated publicly. There are also other efficiencies to be gained, in terms of reduced 'hands on' time for staff undertaking the testing, and simpler methods that can be conducted in-house rather than sending samples to a lab.

- a. Both provincial and federal guidelines should allow for other testing methods and predictive modelling.
- b. The cost of these additional methods would be subsidized by Province at same rate as membrane filtration. Additional cost for testing by labs borne by beach owner.
- c. Guidelines should allow for 'in-house' testing of samples by public health units.
- d. Any methods that have received USEPA approval for analysis of fecal indicator bacteria in recreational waters OR is a method that has been reasonably validated (e.g. by CSA or NSF) and used appropriately, should be permitted at cost to beach owner, and may be sent to accredited labs.
- e. Further research should be conducted on sampling and testing methods for other water-borne risks to human health, including cyanobacteria toxins. In areas where harmful algal blooms are a common occurrence, funding should be made available to public health units to test for cyanobacteria.



# 4. INVESTING IN THE GREAT LAKES

The Action Plan to protect the Great Lakes will require significant and sustained investment to be implemented. The benefits of protecting the world's largest freshwater system, that supports over one third of Canada's population, and one third of Canada's GDP, ensure that the return on investment will be substantial. Investments through the U.S. Great Lakes Restoration Initiative realized a [3:1](#) return on investment.

## Level of investment needed

It is estimated that the level of investment needed to implement the recommendations over ten years, as outlined in this plan, is in the order of \$1.5-3 billion. This is a preliminary estimate, and requires further analysis based on actual needs of shoreline communities, beach owners, communities impacted by toxics and harmful pollutants, and agricultural and urban actions to reduce phosphorus run-off.

As a catalyst for the investment needed, and to lay the foundation for many of the recommendations, it is proposed that the Federal Government invest \$100 million a year, over ten years. This should be new investment, above and beyond the current level of investment in Great Lakes programs, public infrastructure and climate adaptation- related funding. This amount will serve as leverage for further investment from provincial and municipal governments, as well as investment from other private and non-governmental sources, including pension funds, the private sector, foundations, and alternative finance mechanisms like green bonds and pollution trading.

## The Case for Great Lakes investment

The business case for investments in Great Lakes protection is strong. [A Brookings Institute cost benefit analysis](#) showed a 2:1 return on Great Lakes investments. A follow up report that specifically assessed the return on investment of investments by the federal government under the Great Lakes restoration initiative found a [3:1](#)

return. Some individual investments under GLRI realized a [6:1](#) ROI.

A [2007 Canadian study](#) undertaken by Dr. Gail Krantzberg of McMaster University provided some valuation of key sectors that would be impacted in the absence of action to protect the Great Lakes, including:

- Recreational bathing -\$250m
- Recreational boating- \$2.2B
- Sports fishing- \$7.5 B
- Commercial fishing- \$95 m, direct and indirect (sales, employment)

While it was beyond the scope of this report to quantify the value of the anticipated benefits of the Action Plan's 15 recommendations, an illustrative list points to broad based, extensive benefits to the Great Lakes and all who live within the region, including:

- Improved water quality to benefit fish and wildlife habitat, commercial and recreational fisheries;
- Improved nearshore water quality, to improve water-based recreational experiences;
- Improved drinking water quality, particularly in areas susceptible to harmful algal blooms;
- Avoided damage to shoreline natural assets, public infrastructure and private property;
- Enhancing the value of green infrastructure and naturalization of shorelines for the benefit of biodiversity, shoreline species, recreational amenities, and stormwater/flood water management;
- More geographically relevant and accurate climate information on which to base land use planning and public works decisions will avoid costs associated with climate impacts;
- Reduced toxics loadings in our waters;
- Reduced exposure in our bodies, particularly in those communities most at risk, including select indigenous communities
- Lower cost of morbidity and mortality, including health care costs and higher productivity;
- Improved water quality in great lakes tributaries, particularly those impacted by urban and agricultural run-off;

- Improved agricultural yield at lower cost (less phosphorus, improved soil health)
- Avoided public health costs associated with harmful algal blooms, waterborne diseases from bacteriological contamination;
- Avoided lost revenue of current beach closures, including tourism revenue, and added value of beaches in the future as information on the high quality of great lakes beaches is made more widely available.

## Current Funding Available

The Government of Canada has a number of funding mechanisms that contribute to some of the areas identified in the Action Plan. Some of these funds could be topped up and have a portion of their funding directed specifically to Action Plan recommendations. As some of these existing programs are time-limited, or have specific eligibility criteria, they would have to be reviewed and updated to align with the Action Plan funding needs.

### These include:

**Investing in Canada Infrastructure Program (ICIP)**: \$9.2 B between 2018-2028, cost-shared with the Government of Ontario; through the Green Infrastructure Stream, for projects that support public infrastructure including Sub-streams for climate change mitigation and adaptation, resilience and disaster mitigation, and environmental quality (primarily water and wastewater).

**Federal Gas Tax Fund**: Over \$2 billion every year to 3600 communities across the country, supporting a range of projects including public transit, wastewater infrastructure, and drinking water. The Federal Government announced a one-time top up of the Gas Tax Fund of an additional \$2.2 B in 2019.

**Disaster Mitigation and Adaptation Fund (DMAF)**: \$2 billion to support large-scale infrastructure projects (>\$20M) to help communities manage risks of disasters triggered by natural hazards.

**National Disaster Mitigation Program (NDMP)**: \$200 million over five years, from 2015 to 2020, to identify disaster risks and costs, conduct shoreline flooding assessment, flood mapping, mitigation planning and non-structural mitigation projects.

**Canada Infrastructure Bank (CIB)**: Funding up to \$35 billion for investment in transformative infrastructure

projects to 2028. At least \$5 billion will be invested through CIB in green infrastructure projects

**Municipalities for Climate Innovation Program (MCIP), Federation of Canadian Municipalities (FCM)**, \$75 million program (2017-2022), funded by the Federal Government, supporting more than 600 municipalities in updating infrastructure and address climate change, including assessing flood risks.

**Green Municipal Fund (GMF), (Federation of Canadian Municipalities)**: funding from the Federal Government, to reduce municipal greenhouse gases, with opportunity to support municipal natural asset management.

**Canadian Agriculture Partnership**: \$3B over five years (CAP) across Canada, with \$61.2M over 5 years for agricultural environmental work in Ontario.

**Great Lakes Protection Initiative**: Environment Canada and Climate Change's fund that supports, among other things, preventing toxic and nuisance algae, assessing and enhancing the resilience of Great Lakes coastal wetlands, evaluating and identifying at risk nearshore waters; reducing releases of harmful chemicals; and engaging Indigenous Peoples in addressing Great Lakes issues

## Provincial and Municipal Investment

While this report is primarily focused on federal actions and investment to benefit the Great Lakes, investments by the Government of Ontario and municipal governments will be critical to the successful implementation of Action Plan 2030. These investments could range from direct provincial programs, as outlined in the Action Plan's recommendations, to provincial prioritization of capital projects to be funded through ICIP (see above), to capital plans, utility fees and other charges at the local government level.

## Alternative Sources of Investment

Financing from other sources of non-government investment is also essential, particularly over the longer term. This could come in the form of:

- Privately funded reserve funds or endowment funds financed by companies that contribute to some of the challenges identified in the Action Plan;
- Investments by pension funds or by other green-oriented investment firms
- Innovative pay-for-performance, outcome-based impact bonds, green bonds, water bonds
- Direct payments for ecosystem services
- Pollution offsets or water quality trading
- Voluntary carbon offsets

Investment by private and other non-government sources should follow these general principles:

- Be sensitive to market conditions: companies that benefit from the great lakes, or that impact the great lakes, should make bigger investments in protecting the lakes when their revenues are highest;
- Externalized costs: those companies that profit from activities or products that contribute to pollution should address the gap between the market price and the environmental impact of their activities.
- Cost-effectiveness: a cost-benefit analysis can demonstrate the value of specific investments over others.

Delivering and financing Action Plan 2030 will take a collaborative approach. While the Federal Government needs to take a leadership role in protecting these globally significant, binationally-managed waterways, provincial, municipal and private interests must step up to the challenge and match the federal foundational investment.

# CONCLUSIONS

Protecting a system of water and a region as vast and as valuable as the Great Lakes requires an ambitious plan, new and innovative approaches using new tools and data, mobilization of many individuals, businesses, communities, and organizations on the ground, and significant, sustained investment.

This Action Plan proposes 15 key actions to protect the Great Lakes and those who live in the region, in order to:

- Protect Great Lakes shoreline communities that are most vulnerable to high water levels and prepare them to be 'climate resilient and climate ready';
- Act more quickly to prevent and reduce environmental and human exposure to harmful chemicals in the great lakes region;
- Accelerate actions to reduce agricultural and urban nutrient runoff in priority areas that cause harmful algal blooms to improve the health of our waters, and
- Ensure that all Great Lakes beaches are clean and protect public health.

Implementing these 15 key actions requires an investment of between \$2-3 billion. A foundational investments of \$100 million a year over ten years by the Federal Government will serve as leverage for further investment by provincial and municipal government, and private and non-governmental interests.

Protecting and restoring the Great Lakes provides immediate and long-term benefits to all Canadians. It is time for all levels of government to show leadership by committing to the necessary investments and by delivering on this innovative and bold action plan.

# APPENDIX 1

## Members of the Expert Panel

Gord Miller, Co-Chair; former Environmental Commissioner of Ontario

Jean Cinq-Mars, Co-Chair; Québec's former Sustainable Development Commissioner

Regional Deputy Grand Council Chief Edward Wawia, Anishinabek Nation

Mayor Walter Sendzik, City of St. Catherines

Denis Lapointe, Former Mayor of the City of Salaberry-de-Valleyfield; Co-Chair, Table de Concertation Montreal

Hélène Lauzon, President, Conseil Patronal de l'environnement du Québec (CPEQ) (Québec Business Council on the Environment)

Theresa McClenaghan, Executive Director and Counsel, Canadian Environmental Law Association (CELA)

Denise Cloutier, Executive Director, Centre d'interprétation de l'eau (C.I. EAU) (Water Interpretation Centre)

Dr. Robert Slater, Professor, Environmental Policy, Carleton University

Dr. Ariane Plourde, Director, Institut des sciences de la mer de Rimouski (ISMER), Université du Québec à Rimouski (UQAR)

## Members of the Steering Committee

Mark Fisher, President and CEO, Council of the Great Lakes Region

Tony Maas, Manager of Strategy, Freshwater Future Canada

John Dickert, President and CEO, Great Lakes and St. Lawrence Cities Initiative

Sarah Rang, Deputy Director, Great Lakes and St. Lawrence Cities Initiative

Scott McKay, Québec Manager, Great Lakes and St. Lawrence Cities Initiative

Bob Lambe, Executive Secretary, Great Lakes Fishery Commission

Marc Gaden, Legislative and Communications Director, Great Lakes Fishery Commission

Jacques Durocher, Chairman, Stratégies Saint-Laurent

## Issue Table Co-Chairs

### Climate Change

Al Douglas, Executive Director, Climate Risk Institute; former Director, Ontario Centre for Climate Impacts and Resources (OCCAR)

Ewa Jackson, Managing Director, International Council on Local Environmental Initiatives (ICLEI) Canada

### Toxics and Other Harmful Pollutants

Dr. John Carey, former Director General, National Water Research Institute, Environment Canada

Helen Doyle, Chair of Ontario Public Health Association's Environmental Health Work Group, recently retired from York Region Public Health

### Nutrients

Dale Cowan, Senior Agronomist and Sales Manager, AGRIS and Wanstead Cooperatives

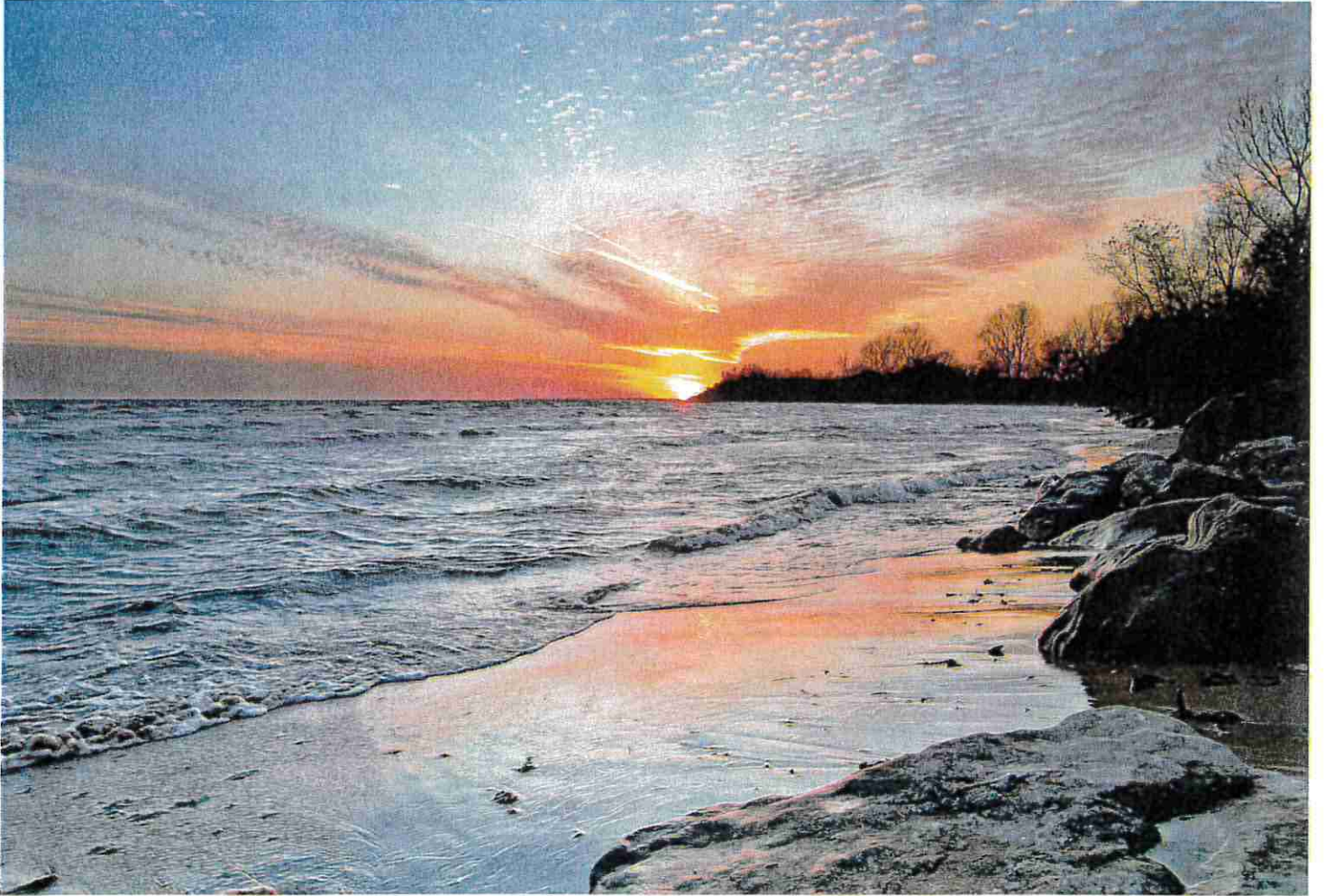
Gayle Wood, Interim Chief Administrative Officer and Secretary-Treasurer, Niagara Peninsula Conservation Authority

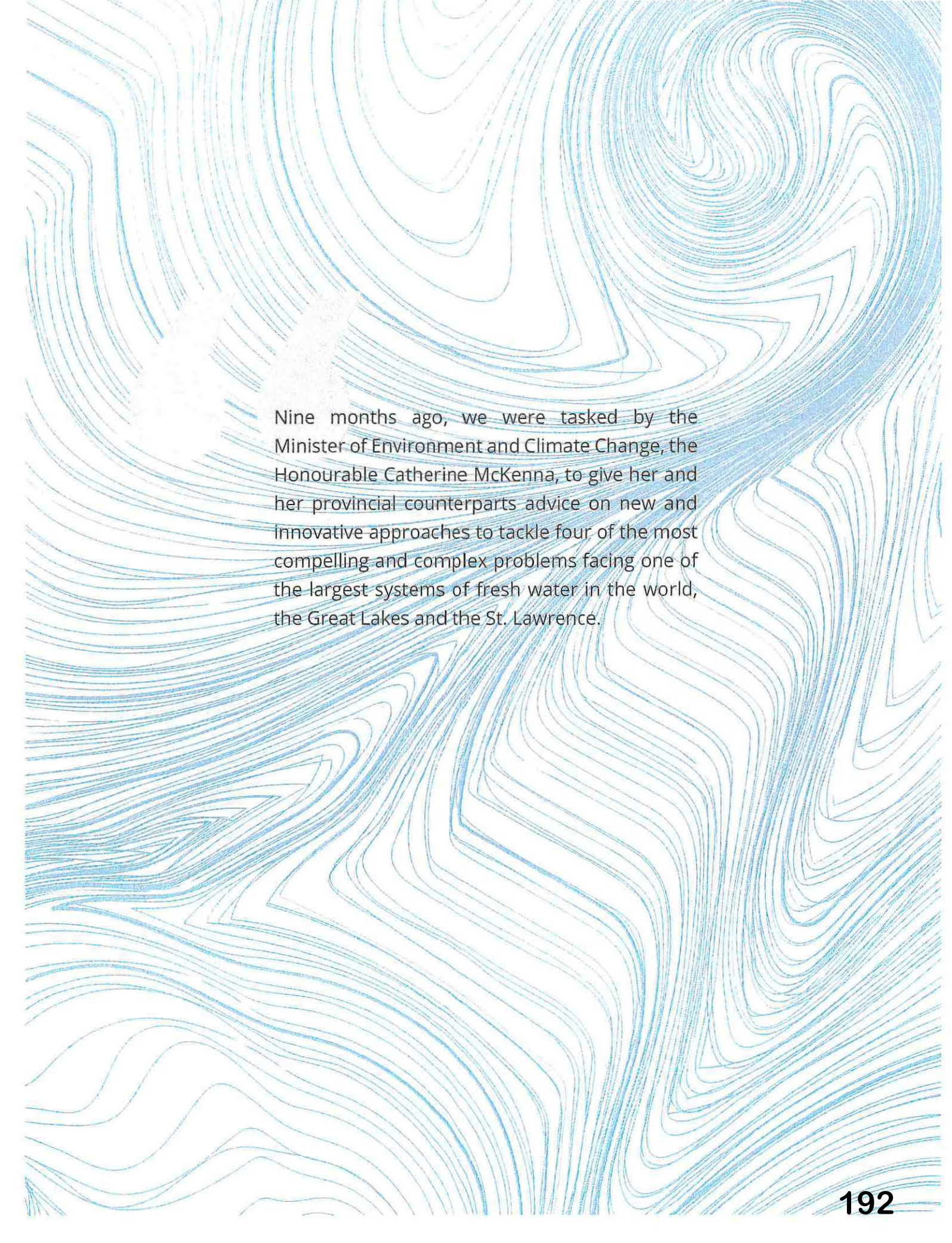
### Beaches and Bacteriological Contamination

Sandra Cooper, Former Mayor of Collingwood; Immediate Past Chair, Great Lakes and St. Lawrence Cities Initiative

Bernard Mayer, Safe Water Program Manager, Haliburton Kawartha Pine Ridge Public Health Department

For full list of issue table members, [click here](#).





Nine months ago, we were tasked by the Minister of Environment and Climate Change, the Honourable Catherine McKenna, to give her and her provincial counterparts advice on new and innovative approaches to tackle four of the most compelling and complex problems facing one of the largest systems of fresh water in the world, the Great Lakes and the St. Lawrence.





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HOUSE OF COMMONS  
CHAMBRE DES COMMUNES  
CANADA

**Date:** February 7, 2020  
**Report Number:** 2020-05  
**Department:** Minister Morneau  
Minister Freeland  
Minister Fortier  
Minister Qualtrough  
**Subject:** Skilled Trades

**1. PURPOSE**

The purpose of our proposal is one solution to filling the skills gap across Canada.

**2. HISTORY, BACKGROUND, EXISTING POLICY**

Support Ontario Youth is a registered Charity providing support to apprentices and employers to streamline the apprenticeship pathway in Ontario and was established in 2016, receiving charitable status in 2017. Since March 2018, SOY has worked with apprentices, employers and industry stakeholders to provide support in streamlining the apprenticeship pathway in Ontario for 309A electrical apprentices. As of March 2019, SOY is also a registered group sponsor for 306A apprentice plumbers. SOY's mandate is to advocate for the apprentice and help support them in their journey to becoming a fully licensed journeyman. Part of their mandate and focus are encouraging indigenous youth, women and newcomers to the skilled trades.

Their success is proven. In their first year of operation they were successful in placing just under 100 apprentices into a skills trade position with one of their partner employers, members of the Ontario Electrical League (OEL). engagement.

They have also received funding from the Ontario provincial government to help their organization develop into a fully functioning vehicle for the promotion of the skilled trades and for matching apprentices to direct employment in a skilled trades job. The report outlining their success is available here: <http://bit.ly/2K6kDe2>.

They believe that their proposal would fall under the former governments allocations in their previous Budget under skills training.



### **3. ACTIONS TAKEN TO DATE**

Working in partnership with the Ontario Electrical League as well as other Industry groups they have successfully helped register and put into a job (with 85 contractors in the electrical and plumbing trades), over 110 apprentices in approximately one year of SOY's operations (from the point at which government monies flowed to them).

### **4. COMMENTS & DISCUSSION**

In Ontario alone and according to Ontario's Minister of Labour, 13,000 skilled trades positions went unfilled in 2019. If, on average, these positions paid \$22/hour then total lost wages would amount to \$594,880,000. This is the potential lost tax revenue as well as business, banking and housing income loss.

Part of the unfilled skilled positions going unfilled can be explained by the fact that the small and medium sized business owners are in fact owner/operators and often have limited opportunity to grow their business while trying to manage them effectively. Anecdotally they hear this time and time again through their personal interactions. If this program is effective in developing strategies and practices that help these businesses hire more tradespeople that it will help close not only the skills gap but the resultant economic losses identified. If they project that each employer participant, through the obtainment of best practices, then hires only two additional journeymen or apprentices they can foresee at least 200 new hires in the first year and potentially more hires. As to the up-skilling, they believe any additional credential provides greater employability as well as increased wages.

### **5. OPTIONS AND FINANCIAL CONSIDERATIONS**

Support Ontario Youth (SOY) in partnership with Provinces, Territories, employers and unions is looking to create the Canadian Apprenticeship Service. Building on the successful Ontario model, SOY would work with stakeholders to address the skills gap in Canada.

The agency would initially focus on several Red Seal trades:

- ✓ Auto Body and Collision Technician (previously known as Motor Vehicle Body Repairer (Metal and Paint))
- ✓ Automotive Refinishing Technician (previously known as Automotive Painter)
- ✓ Automotive Service Technician
- ✓ Gasfitter — Class A
- ✓ Gasfitter — Class B
- ✓ Plumber
- ✓ Transport Trailer Technician
- ✓ Truck and Transport Mechanic



- ✓ Refrigeration and Air Conditioning Mechanic
- ✓ Construction Electrician
- ✓ Sheet Metal Worker

Based on provincial and territorial populations and their scalability and present success rates, they believe Support Canadian Youth could support the movement of 1200 apprentices directly into skilled trades positions on a yearly basis from year 5 on and once they are fully functioning province to province and province to territory (the starting point would be 300 within the first year of funding and then growing annually to the year 5 total).

### **Canadian Population:**

Ontario – 14,490,207;  
 Quebec – 8,452,209;  
 British Columbia – 5,034,482;  
 Alberta – 4,362,503;  
 Manitoba – 1,362,789;  
 Saskatchewan – 1,169,131;  
 Nova Scotia – 966,858;  
 New Brunswick – 773,020;  
 Newfoundland and Labrador – 522,537;  
 Prince Edward Island – 155,318;  
 Northwest Territories – 41,786;  
 Nunavut  
 – 35,944;  
 Yukon – 35,874

**Total Population: 37,402,658**

### **Mandate**

- 1) Where appropriate, Act as the sponsor for registering apprentices.
- 2) Work with all stakeholders to implement specific strategies to improve the completion rate for apprentices in the trades.
- 3) Work with all stakeholders to increase the number of women, Indigenous persons, persons with a disability and New Canadians completing apprenticeship training and earning a Certificate of Qualification.
- 4) Act as a forum for stakeholders to:
  - ✓ Analyze and assess trends in the supply of Skilled Trades in Canada.
  - ✓ Liaise with colleges and other training providers on issues related to the curriculum.  
Provide a forum to share best practices in apprenticeship training.
  - ✓ Promote the skilled trades as an exciting and challenging career opportunity for Canadians.



- 5) Function with a Canada-wide mandate.
- 6) Harmonize the Red Seal system across provincial and territorial boundaries in order to facilitate labour mobility.
- 7) Gather, organize and deliver program statistics and data to federal and provincial governments as well as labour boards, employer groups and employee groups.

### **Budget Request**

In order to have accurate data in order to determine the program's success they believe 5-year funding is appropriate. They would propose the following requests;

1. Year 1 – \$22 Million for program development, organization and employment. 300 apprentices directly employed.
2. Year 2 - \$28 Million for further program development, organization and direct employment delivery across Canada. 400 to 500 apprentices directly employed.
3. Beyond year 2 funding will depend on a variety of factors but certainly be close to a required funding of approximately \$28 Million. As well after each year an assessment would be completed to more effectively fulfill their mandate. However, they believe with adequate funding that 1200 apprentices could be directly employed annually from year 5 onwards.

### **6. COMPLIANCE WITH STRATEGIC INITIATIVES**

This Proposal directly aligns with the initiatives set out in the Mandate Letter for the Minister of Employment, Workforce Development and Disability Inclusion as follows:

- ✓ Continue to support the work of the national campaign to promote the skilled trades as first choice careers for young people.
- ✓ Invest in skills training to ensure that there are enough qualified workers to support energy audits, retrofits and net zero home construction.
- ✓ Create the Canadian Apprenticeship Service in partnership with provinces, territories, employers and unions. This will involve establishing new initiatives so that Red Seal apprentices have sufficient work experience opportunities to finish their training on time and find well paying jobs, including providing up to \$10,000 per apprentice over four years for every new position created.





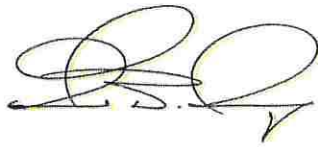
**7. ATTACHMENTS**

Final Report – Support Ontario Youth Shared Apprenticeship Model  
Final Report – Ontario Electrical League Employer Engagement  
An Apprentice Skills Agenda  
Help Wanted – Toronto Region Board of Trade

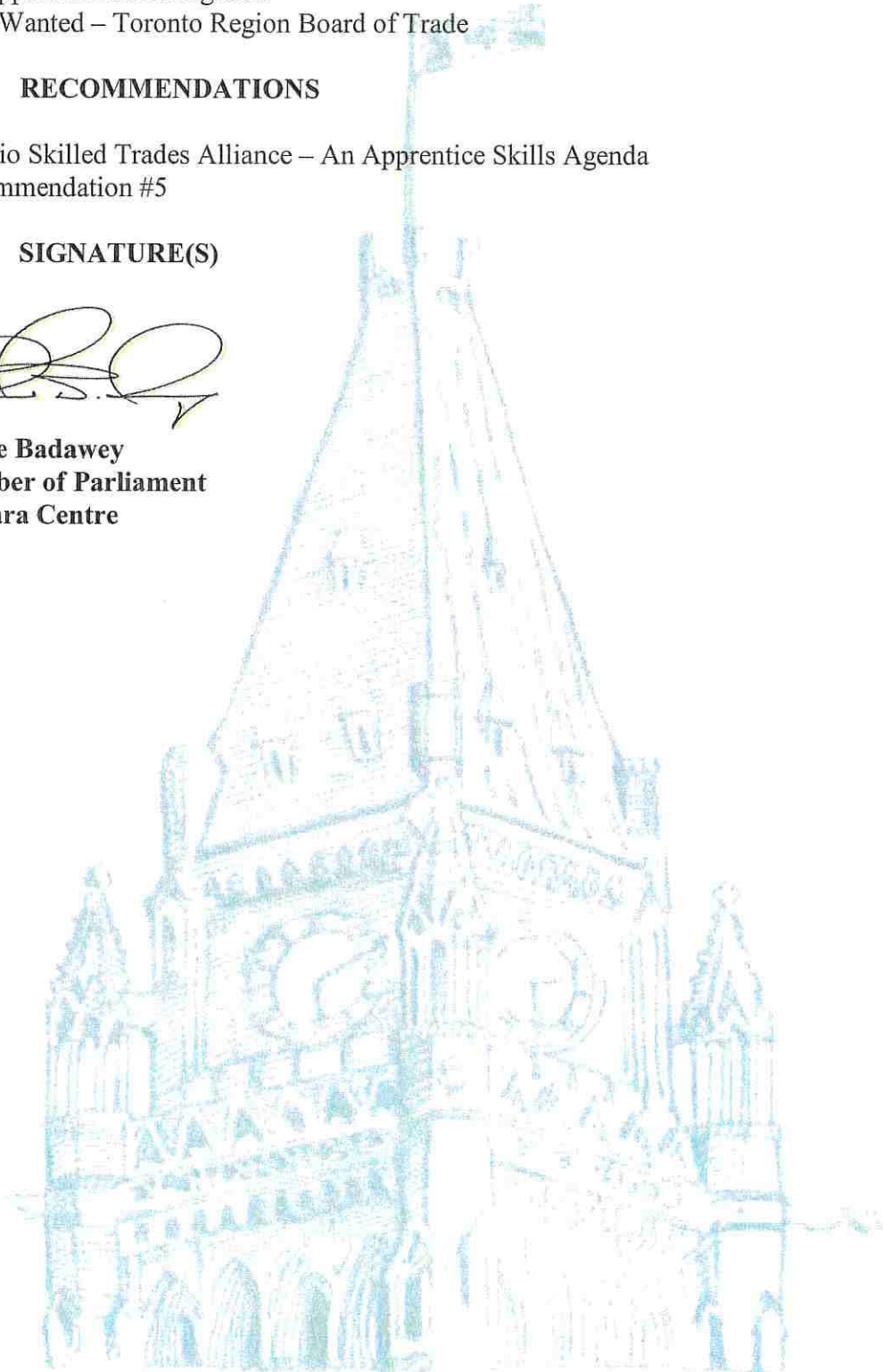
**8. RECOMMENDATIONS**

Ontario Skilled Trades Alliance – An Apprentice Skills Agenda  
Recommendation #5

**9. SIGNATURE(S)**



**Vance Badawey  
Member of Parliament  
Niagara Centre**







Ontario Centre for  
Workforce Innovation

Centre ontarien  
Innovation-Emploi

# Support Ontario Youth Apprentice Sponsor Group

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With contributions from:

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February 28, 2019

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## Acknowledgements

It's without a doubt, one of the most difficult and daunting responsibilities to take on. Group sponsorship for a regulated trade is a feat most organizations wouldn't even attempt because of the very certain and predictable hurdles that would be encountered.

We were warned that this was going to be very difficult! Indeed, there were many moving parts to consider when working between governments, colleges, employment agencies, stakeholders representing diverse groups, employers, and apprentices. We wanted to bring all these stakeholders together, versus working in silos, to actively address and improve the apprenticeship system. Everyone's participation has been key to the success of the program. By bringing these stakeholders together, we listened to one another and learned about the many supports that are already available to employers and apprentices. We listened to better understand what kind of services might better support employers and young people with an interest in the trades. We were able to continuously refine our offerings and services with your feedback. With your support, our mutual vision of modernizing the apprenticeship journey in Ontario is developing into a reality today.

We want to recognize and say thank you to all the employers and industry stakeholders that were with us from the beginning. Your unwavering support has been the foundation of what has made this project successful, and this report possible. Whether you attended meetings, enrolled your apprentices in the program, responded to surveys, advocated for change or contributed in other ways, we truly appreciate your participation. You never faltered in contributing to our goal of ensuring a future with quality journeypersons working across Ontario, and you are a big part of why we can continue developing the program past this pilot phase.

We also wanted to thank the apprentices of Support Ontario Youth (SOY). Your confidence in our program was not impeded by the short-term vision of just getting registered, and you knew that it was not going to be your only hurdle when pursuing an apprenticeship. You welcomed our support as part of your path and your participation allowed us to understand your hurdles. This meant that we could continuously adapt and ensure we were offering necessary and consistent support. You appreciated and respected our vision. You saw value in what we were offering, and some of you even turned down opportunities just to be part of the change. You had faith in our information and in our guidance. Perhaps most importantly, you recognized that being a part of Support Ontario Youth is what will be the difference between just completing your apprenticeship and completing your apprenticeship successfully.

Thanks to each of our stakeholders for sharing their experience and feedback. Because of you, SOY had the opportunity to take an existing model and, most importantly, understand the apprentice's journey with



accurate and real data and insight. Change is now, and the skills gap is real. We look forward to continuing to work together to move apprenticeships forward in Ontario!

## Executive Summary

This report examines the effectiveness of a shared apprenticeship model (SAM) to address system-wide challenges in the delivery of apprenticeship training to electricians in the province of Ontario. It synthesizes findings from a developmental evaluation of a pilot program called Apprentice Sponsor Group (ASG), which was designed and implemented by Support Ontario Youth (SOY). The scope of the pilot originally included both the electrical and mechanical trades; however, due to the length of the group sponsor application process with The Ministry of Training, Colleges and Universities (MTCU), pilot proponents decided to focus on Electrician–Construction and Maintenance (309A), a compulsory, Red Seal construction sector trade. Based on the results of the pilot for 309A, the ASG program aims to expand to include Plumber (306A), Residential Air Conditioning Systems Mechanic (313D), and other electrical, mechanical, and motive power trades.

Support Ontario Youth is a federally-registered charitable organization. With the ongoing support of the Ontario Electrical League (OEL) and its members, it was established in 2016 to advance the apprenticeship system in Ontario. SOY helps apprentices complete their training by providing publicly available scholarships, bursaries, and other forms of financial assistance. SOY aims to promote and maintain efficiency and ensure high-quality training by developing an effective apprenticeship program for the individuals engaged in skilled trades.

SOY developed the ASG program to modernize apprenticeship training in the electrical and mechanical trades. In early 2018, the program was launched in partnership with the OEL and the Ontario Mechanical League (OML). The pilot phase of the program aimed to prove the concept of a SAM involving a consortium of employers and apprentices by testing it in three locations. These locations originally included Durham, Brantford, and Sudbury; however, during program development, Sudbury was replaced by the Greater Toronto Area (GTA) West. During program implementation, the locational focus of the pilot expanded as apprentices and employers were recruited from across the province, including, but not limited to, Georgetown, Halton, Ingersoll, Kitchener, Markham, Ottawa, Petawawa, Wallaceburg, and Windsor. Nonetheless, most participants were from Durham, Brantford, and the GTA West. To account for these nuances when discussing apprentice or employer feedback, the report references stakeholder experiences from across Ontario. However, when a geographic focus is involved, the report focuses on the three main pilot locations.

This report details the lessons learned during the implementation process and reviews the short-term outcomes of the ASG. We evaluate the extent to which a SAM is effective in improving the quality, diversity, and administrative support for all stakeholders in the apprenticeship system for electrical trades in the three pilot locations in Ontario. This question is interrogated from the perspective of the proponent experiences of designing and implementing the program, apprentice perspectives on training quality, and employer



perspectives on program supports. Apprentice and employer participants participated in in-depth interviews, surveys, and focus groups, while the program staff and Local Area Committee (LACs) members participated in lessons learned conversations.

The ASG program is developed in partnership with The Ontario Centre for Workforce Innovation (OCWI). OCWI is a bilingual (English and French) research centre based out of Ryerson University's Office of the Vice-President of Research and Innovation committed to driving change in Ontario's employment and training sector. We work with the agencies and other partners that build skills, provide training, and connect people looking for jobs with employers looking for employees.

The innovation of a unique third-party SAM is analyzed from a developmental evaluation perspective. Developmental evaluation is a nimble approach to evaluating early-stage social innovations that respond to complex social challenges (Gamble et al., 2008). In this case, we apply this approach to explore the ways in which a third-party agency can bring employers and education stakeholders together to address skilled labour shortages in the electrical trades.

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## 1. Introduction

The ASG program is a third-party SAM whereby SOY manages apprenticeship administration and tracks training for a group of small to medium-sized employers (SMEs) in the electrical industry. Acting as a third-party to connect apprentices and electrical contractors, SOY offers human resources and administrative support to participating employers in their task of training the next generation of electricians. SOY shepherds aspiring 309A apprentices through all phases of their apprenticeship in Ontario, and helps ensure apprentices are progressing in their skills development, which may entail rotating the apprentice between contractors in the consortium. The long-term goal of this shepherding function is to manage and guide the apprentice's journey through all the stages of on-the-job and in-class training in a timely manner so that they become well rounded electricians.

SOY provides apprentices with the ability to receive on-the-job training at one or more job sites with employers, independent mentoring support offered by a third-party (i.e., outside the employer-employee relationship), and a variety of wrap-around supports to assist with job readiness as well in-classroom and Certificate of Qualification (C of Q) preparation. To meet employer demands for skilled labour, SOY aims to provide suitable apprentices, who can quickly transition into full-time careers in the targeted trades. To obtain these objectives, SOY provides administrative support, resources, and local guidance to all apprentice and employer members.

This program can be broken down into six key program components: i) shared apprenticeship program administration; ii) employer recruitment and selection; iii) apprentice recruitment and selection; iv) apprentice training support for on-the-job training with member employers; v) local steering committee governance; vi) ongoing evaluation and program monitoring.

OCWI funded the pilot, which is in turn funded by the MTCU. OCWI's function is to research and build capacity in Ontario's employment and training system to help more Ontarians obtain and maintain employment. MTCU asked the OCWI to launch a call for shared apprenticeship pilots. The intention of the call was to provide the workforce development community with a chance to share their ideas around the impact of these models on employer engagement, completion rates, and training quality in the apprenticeship system. The Support Ontario Youth Apprentice Sponsor Group was chosen as one of the projects through a peer review process and was approved for funding in winter 2017.

On June 1, 2018, SOY received approval from MTCU to act as a group sponsor for apprentices in 309A. A group sponsor is understood as a consortium of two or more individuals (e.g., employers) who form a group to sponsor apprentice(s). Group sponsors undergo a rigorous approval process with MTCU to confirm their eligibility to offer apprenticeship training. Though SOY planned to launch the program in spring 2018, the



length of the MTCU group sponsor application process delayed the launch until June 1, 2018. The program then ran for just over seven months and wrapped up in January 2019.

Throughout January 2019, SOY has received approximately 8-12 applications per day from aspiring apprentices. Word of mouth recommendations, employer referrals, online job postings, and general awareness of the program is growing. In this report, we detail lessons learned from the pilot phase of the ASG program that can be utilized to help refine and expand the program in the coming months.

## 1.1 How to Read this Report

This report is divided as follows:

Section 1 outlines the parameters of this project and gives an overview of the report.

Section 2 highlights key findings from the report and describes two typical apprentice experiences of the ASG program. The two narratives presented in this section are developed out of a synthesis of data gathered from all program participants and serve to map out characteristic apprentice journeys through the program.

Section 3 reviews the literature and other reports relevant to this research. This discussion details theories and practices in use where SAM pilots are currently operational. Explaining the research aim and purpose, it is here that the research question is introduced: How can a SAM improve the quality, diversity, and administrative support for all stakeholders in the apprenticeship system for electrical trades in Ontario?

Section 4 elucidates the data sources. The methodology section begins with an overview of how this research was first approached, followed by the research questions of this project. The methods of extraction follow, along with a detailed list of all the data sources.

Section 5 reviews registration, completion, and certification trends for the trade targeted in this pilot. We review Canada-wide trends in the major trade groups related to this study, as well as Ontario and regional trends for the specific trade examined in this report.

Section 6 gives a detailed overview of the Apprentice Sponsor Group (ASG) program. For the sake of brevity, we refer to the Apprentice Sponsor Group as the *ASG program* or simply the *program*. This section focuses on program design, consideration of target populations, and overall objectives of the program. Key program areas are considered, such as the steps to apprenticeship signing, employer recruitment and facilitation, apprentice support, apprentice mentoring, ASG program administration, and Local Area Committee (LAC) formation. This section also reviews the program's logic model, which gives perspective on the program's original guiding principles and expected outcomes.

Section 7 reviews the design of the apprentice selection process. We discuss the process of recruiting and screening participants, as well as registering apprentices in the program. The discussion is from a program design perspective and does not address actual apprentice experiences; findings on the apprentice program experiences appear in section 13.

Section 8 focuses on employer outreach and recruitment for the ASG program. We discuss the process of recruiting employers into the program. This section is focused on the design and development of the program for employers; findings pertaining to employer experiences in the program do not appear until section 15.

Section 10 presents the lessons learned while implementing the ASG program from the perspectives of the LACs and SOY staff.

Section 11 presents an overview of apprentice registrations and retention in the ASG program during the pilot period.

Section 12 presents ASG apprentice demographics. We review age, gender, underrepresented groups, family background, as well as prior education and work experience.

Section 13 presents findings on apprentice experiences in the ASG program based on apprentice focus groups, interviews, and surveys.

Section 14 profiles employers who participated in the ASG program. We review business type, company size, and years of experiences in apprenticeship training.

Section 15 presents findings at the employer level of analysis. Here, we discuss employers' experiences in the ASG program, their previous experience with apprentices, expectations of the program, as well as formative feedback from employers for future iterations of the ASG program.

Section 16 is a discussion of the research findings in this report.

Section 17 provides recommendations. These recommendations address recruitment, pre-screening, profile matching, training, and administrative support.

Section 18 provides concluding remarks. References and appendices can be found in the pages that follow.



## 1.2 Apprenticeship Terminology

This report references a variety of technical terms related to Ontario's apprenticeship system. The following table lists some terminology that is pertinent to this report on apprenticeship in Ontario's construction sector.

Table 1

<b>Electrician—Construction and Maintenance (309A)</b>	A regulated electrical trade in Ontario. An electrician in this trade plans, assembles, connects, installs, repairs, inspects, verifies, tests, and maintains electrical systems in residential construction, commercial, institutional, and industrial settings.
<b>Apprentice</b>	A trainee in a trade who holds a registered training agreement with the Ministry of Training, Colleges and Universities.
<b>Certificate of Apprenticeship (C of A)</b>	The certificate issued to an apprentice upon completion of their program of training.
<b>Journeyman Candidate</b>	An individual who has completed the Certificate of Apprenticeship in a trade but has yet to take the Certificate of Qualification exam.
<b>Certificate of Qualification (C of Q)</b>	The certificate issued upon successful completion of the qualifying exam that tests an individual's knowledge and competency in a specific trade. <i>Compulsory trades</i> require this certificate to work as a journeyman, whereas this certificate is optional for <i>voluntary trades</i> .



<b>Journey person</b>	An individual who has met all the requirements to practice in their trade, such as holding a Certificate of Qualification.
<b>Apprenticeship Year (309A Electrician—Construction and Maintenance)</b>	We use year in accordance with the hour's apprentices have acquired in 309A: <ul style="list-style-type: none"><li>● 1<sup>st</sup> year (&gt;1800 hours)</li><li>● 2<sup>nd</sup> year (1801 - 3600 hours)</li><li>● 3<sup>rd</sup> year (3601 - 5400 hours)</li><li>● 4<sup>th</sup> year (5401 - 7200 hours)</li><li>● 5<sup>th</sup> year (7201 - 9000 hours)</li></ul>
<b>Apprenticeship Level</b>	The level of schooling the 309A apprentice has completed at a recognized college or other training delivery agent (i.e., basic: level 1, intermediate: level 2, and advanced: level 3).
<b>Construction sector apprenticeships</b>	Apprenticeship programs for trades in Ontario's construction sector, such as Electrician—Construction and Maintenance, General Carpenter, or Plumber. When discussing trends for all the apprenticeable trades in the construction sector, we refer to construction sector apprenticeships.
<b>Seasonal hiring in the construction sector</b>	Seasonal effects on hiring in the construction sector, such as slow downs in the winter months and peak hiring in the early summer months.





## 2. Highlights

We summarize key findings on apprentice registrations and completions, employer and apprentice participation, apprentice profiles and perspectives, employer perspectives, local area committees, and stakeholder perspectives on the notion of sharing apprentices. These findings are interpreted and discussed in later sections of this report.

### *Apprentice Registrations and Completions*

- In Ontario, the total number of new registrants in 309A has continuously increased from 995 in 2015-2016 to 1553 in 2017-2018.
- The majority of 309A apprentices are male, with only 2.8% of apprentices in Ontario identifying as female or other.
- Completion rates for 309A have shown improvement in recent years. The C of Q completion rate for 309A improved by 8% between the 2000-2001 cohort's rate of 65% and the 2009-2010 cohort's rate of 73%. Likewise, C of A completion rates have improved by 8% during this time period; from 60% for the 2000-2001 cohort to 68% for the 2009-2010 cohort.
- The total number of distributed 309A C of Q certificates is very low in many of the ASG pilot regions. During the 2015-2018 period, 5305 journey person candidates in Ontario received C of Qs in 309A. Of these 5305 recipients of C of Qs, 34 newly certified journey persons were from Brantford, 360 were from Durham, 1612 were from the GTA (excluding Durham), and 31 were from Sudbury.
- The ASG program has a retention rate of 94% for the first six-and-a-half-month period of its existence. Given the limited duration of this pilot, a follow up study would be needed to evaluate the long-term aims of the ASG program in increasing completion rates for 309A.

### *Employer and Apprentice Participation*

- Fifty-four employers registered for the program during the implementation period. The largest number of employers were registered in September 2019.
- During the implementation of the pilot (June 1, 2018 to January 14, 2019), a total of 39 apprentices enrolled in the ASG program.

### *Apprentice Profiles*

- Participants in the ASG program are largely young men in their early 20s without any family background in the trades.
- Of the 37 active members surveyed, one person identified as Indigenous, one Metis, six were of visible minority groups, one new Canadian, one person with disabilities, and one person who identified as an 'other'. A total number of 23 surveyed members did not identify with any of the groups, and three did not provide a response.

### *Employer Profiles*

- The majority of the 52 active employers are very small contractors. Half of them have a maximum of five employees in their companies. Among all employers, only one has 25 employees, and another has 40 employees.
- The SOY team was successful in gaining 15 new employers, who were not currently training apprentices, to join the ASG program.

### *Apprentice Perspectives*

- Apprentices' experiences with onboarding into the program were very positive.
- Apprentices expressed how much easier it was to register with the assistance of ASG. "Yeah, it was easy. I just had to go to the office. [The administrator] was really good. It's a lot easier than going to the ministry. This is a lot easier. It's really helpful. It's kind of like just having someone do it for you."
- Apprentices listed the most important program supports they thought would help them succeed in their apprenticeship: i) registration with MTCU as a sponsor; ii) funding support; iii) access to job opportunities; iv) and mentoring support. Other supports listed include general administrative support, help in planning their individual apprenticeship journey, support when preparing for the C of Q exam, and assistance with training certificates.
- Apprentices would recommend the ASG program to individuals interested in getting into the skilled trades.
- Apprentices shared positive reviews of the ASG. "SOY has been nothing but helpful. so far in my quest for an apprenticeship. I really can't think of anything else I would expect from this program."



They offer me a great mentor and all the support staff an apprentice can ask for. I appreciate SOY very much.”

### *Employer Perspectives*

- Employers are primarily motivated to participate in the ASG program because of the promise of accessing a pool of apprentices who have already been pre-screened as quality apprentices. A secondary motivation is getting help with apprenticeship administration.
- Employers described a quality apprentice candidate as someone who comes through the program screening process with positive traits in four areas: personal traits, technical aptitude, professional attitude, and based on occupation-specific qualities that are unique to the electrical trades.
- Employers saw the benefit of accessing administrative support through the program but identified room for improvement in further streamlining both email communication and paperwork. They expressed satisfaction with the support they had received from ASG in transferring the registration of their apprentices.
- The majority of employers are willing to hire an apprentice for more than 12 months, in an ideal situation, when they had found a perfect match for their company. However, a small percentage of employers stated an expectation to hire an apprentice for 1-3 months (13%) or 7-12 months (7%).

### *Feedback from Local Area Committees*

- Feedback from Local Area Committees (LACs) was continuously integrated into the development of the ASG program. For instance, members recommended a one-page FAQ document for employers on the benefits of hiring an apprentice, which has since been produced and used in employer recruitment.
- Durham and Brantford LACs both highlighted the need to refine the apprentice recruitment process to better meet employer needs.
- With respect to the role of the LAC itself, Durham members expressed that the time commitment involved in volunteering as LAC members is costly, especially for members who are small business owners.

### *Stakeholder Perspectives on Job Rotation in the ASG Program*

- There were no planned job rotations during the implementation of the ASG program. In this context, both apprentices and employers offered feedback to inform the design of job rotations.
- Apprentices saw the value of working with different employers to gain a wider range of skill sets, but they were more motivated to stay put once they found employment at a good company where they felt comfortable. As one apprentice stated, "I would like to work with one company and finish my hours, but it doesn't always work like that. I guess I like to be in one place and build relationships and know people. And it makes it easier, but sometimes it doesn't work that way."
- Employers offered mixed feedback on the idea of rotating apprentices between employers in the consortium. Many employers expressed a tension between their self-interests as small and medium-sized contractors and an interest in contributing to the collective benefit of the electrical industry. Although many employers were open to the idea of sharing apprentices, they generally found it easier to see the benefits for apprentices and for the industry, rather than for the benefit of the individual employer. Employers also did not have a clear understanding of how exactly the sharing of apprentices would work in the ASG program.
- LAC members identified two main risks of job rotation. One of the risks of rotating apprentices between employers in the consortium is that customer-employee relations may be disrupted, since long-term customers enjoy being acquainted with employees. Another risk is poaching: if a company shares an apprentice with another employer in the network for the purpose of learning a new skill that they are unable to offer, then the other employer may want to keep the apprentice.
- LAC members identified two main benefits of job rotation: i) access to a pool of apprentices could be especially helpful for filling after-hours crews and for niche/specialty jobs; ii) for employers who are unable to offer the full scope of the trade, it could be beneficial for their apprentices to gain short-term experience at another company in order to get competencies signed off that are not covered by their own companies.

## 2.1 Mapping the Apprentice Journey

The ASG program guides aspiring electricians through all stages of apprenticeship training in Ontario. The following overview illustrates the typical paths for apprentices through the ASG pilot. Outlining typical apprentice experiences aims to provide an amalgamated perspective, synthesizing the more detailed elaboration of apprentice feedback outlined in section 12.



During the pilot phase, 21 apprentices were transferred into the ASG program by their employers and 17 were recruited directly through SOY. Thus, we provide two archetypal experiences: *Jesse*, who started in an apprenticeship via the ASG program; and *Marlo* who transferred into the program via an employer.<sup>1</sup> The data used in this section is a synthesis from across all of the program participants and does not refer to any single individual, but rather describes the collective experiences of many apprentice participants in SOY.

### *Jesse - A New SOY Apprentice*

Jesse recently graduated from high school and was considering different job options. After seeing an advertisement for the ASG program on a job search website called Indeed.ca, Jesse applied through the SOY website. Jesse scored over 70% on the online assessment, and the following week received an invitation to an in-person group interview. Although the group style of interview was a new experience, Jesse appreciated that this style of interview provided an opportunity to demonstrate hands-on problem-solving and mathematical skills, as well as to answer questions pertaining to work experience and personality. Two weeks later, Jesse received an email invitation to enroll in the ASG program. Excited at the opportunity, but also somewhat overwhelmed by not knowing much about how to get started in the electrical trade, Jesse accepted the invitation and agreed on a set time to meet at the SOY office. During the meeting, the program director explained why it was necessary to register as an apprentice with the MTCU and become a member of the Ontario College of Trades (OCoT), and then collected the required information to submit these applications on Jesse's behalf. Jesse also learned that SOY staff would work to provide interview opportunities for Jesse with potential employers, and staff helped review and strengthen Jesse's resume. Program staff reviewed the safety certificates required to work on a job site and showed Jesse how to go about obtaining these certificates from reputable organizations. Funding and apprenticeship grant opportunities were also discussed with Jesse. Jesse was asked to complete a variety of forms and surveys via the program's online portal; not a big fan of paperwork, Jesse did this somewhat reluctantly, but found it all went smoothly.

The following week, Jesse had a phone meeting with the SOY mentor who helped Jesse understand what to expect from their first job placement, as well as helped assess some of the trade skills Jesse had gained during a high school co-op. The mentor also explained the process of logging the new skill sets Jesse would gain through the apprenticeship, both on-the-job and in-class. By the end of the phone meeting, Jesse felt comfortable and was relieved to know that the mentor was available to support Jesse, particularly with any technical questions.

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<sup>1</sup> Marlo is an example of a volunteer transfer into the program, as opposed to someone who was forced to enter the program. Forced transfer: In the early stages of ASG pilot implementation between June and early September 2018, the Durham MTCU office required all member employers to transfer their existing apprentice's RTA's over to the ASG program. In this report we refer to these cases as *forced transfers*.



Although a month had passed before Jesse received their first interview, Jesse checked-in regularly with program staff to report on progress with achieving safety certificates and seek-out potential job opportunities. During this time, SOY staff were working to arrange interviews for Jesse with suitable employers in the ASG network. Jesse's first interview was conducted over the phone; it went well, and Jesse was invited to work with Frank's Electrical for a day to see if the company was a good fit. Unfortunately, even though Jesse had arrived eager and ready to work, the journeyperson at this small company felt that Jesse did not have enough basic electrical skills to do the work they needed done. The ASG mentor followed up with Jesse about this experience and directed Jesse to some helpful resources. Jesse's next job opportunity was with First Electric, a larger company that did a combination of residential and commercial work, and this time Jesse was offered a job placement.

Although the work Jesse was asked to do was quite repetitive, Jesse was happy to have a placement and start gaining training hours. Jesse could tell that the journeyperson was assessing whether Jesse had the capacity to learn quickly, clean up after a job, and begin to solve basic problems independently. Gradually, Jesse was shown how to do more challenging tasks, but the company was under pressure to complete a large contract on time, and Jesse was most often asked to perform repetitive tasks. Once this contract was finished, work slowed down, and Jesse was laid off from First Electric.

When Jesse had first signed up with SOY, the program manager had outlined how job rotations worked within the program. At the time, Jesse felt overwhelmed at the idea of working with more than one employer, but now was relieved to know that SOY staff were working to help secure them another job placement. Jesse's next job came more quickly due to the skills they had acquired with First Electric. Jesse liked this new employer and now hoped to remain with this company for the duration of their apprenticeship. Having been guided by the program mentor through an overview of what an electrician is supposed to know by the time they complete their C of Q, Jesse also began to appreciate how working with different employers could help Jesse gain different skill sets.

### *Marlo - A Transferred SOY Apprentice*

One day, Marlo's boss at Jordan's Electrical Company gave Marlo some information on a new apprenticeship program, along with some papers to sign in order to participate in the program. Marlo trusted this employer but also felt they should follow their bosses' recommendation, so Marlo filled out the application forms. Located in Oshawa, Marlo and Marlo's employer met with the ASG program manager at their company office to complete the paperwork and provide the required documents to transfer Marlo's MTCU registration and 309A training agreement from Jordan's Electrical to the ASG program. Marlo found this process quick and easy, and Marlo was glad that they did not have to travel into Toronto to complete enrollment. The manager explained to Marlo that the program was there to help provide support throughout the apprenticeship journey and that a mentor would also be available to assist Marlo throughout the program.



When ASG program staff reviewed Marlo's resume and work experience, they noticed that prior to working for Jordan's Electrical Co. Marlo had worked as a general labourer in the electrical trade for a year and a half. Marlo was not registered with the MTCU during this previous period of work and the employer had not signed a training agreement with Marlo, which meant that all those hours had not been counted towards Marlo's apprenticeship. Program staff collected past pay stubs from Marlo, along with other documents, and were able to make a case to the MTCU to get all of Marlo's previously uncredited hours credited towards their apprenticeship. Prior to joining the program, Marlo had thought about trying to have these hours credited but was unclear on the process for doing this.

Marlo was aware that some funding and grant opportunities were available to apprentices, but he had not pursued any of these funding opportunities so far. After program staff outlined the funding opportunities Marlo was eligible for, Marlo proceeded to apply for a SOY apprenticeship loan, and planned to apply for a tool subsidy. Marlo also learned that the program would provide an employment insurance subsidy during their 10-week block classroom learning. This came as a big relief to Marlo, although school tuition was relatively reasonable, Marlo was not sure how to manage their finances with the loss in apprenticeship wages while in school. Marlo had also experienced a period of unemployment before being hired at Jordan's Electrical and was happy to know they could turn to SOY staff to help navigate the EI application process.

A few weeks after joining the program, an apprentice mentor contacted Marlo to offer advice and feedback on career development in the electrical industry. During their phone conversation, the mentor reviewed Marlo's progress in signing off competencies in the training standards for 309A and discussed future training goals for the coming year. Marlo found the mentor knowledgeable and approachable. In Marlo's current position at Jordan's Electrical, Marlo felt comfortable asking questions to their journeyperson, and so Marlo did not yet feel the need to make use of this service. Nevertheless, Marlo was happy to know a mentor was available to them if needed. However, after this conversation with the mentor, Marlo did feel like they had a better idea of the requirements of their apprenticeship journey and did gain a stronger appreciation of the importance of breadth of skills development. With a period of block classroom learning a couple of months away, Marlo did plan to contact the coach during school. Marlo struggled with certain math requirements and was also aware of how challenging it could be to navigate the code book.

Marlo's on-the-job training remained much the same as it was prior to joining the ASG program. Marlo liked working at Jordan's Electrical, and was now familiar with the journeypersons and other apprentices employed at the company. Marlo had heard about the possibility of working with other employers through the ASG program, but he was uncomfortable with the idea of working under a new employer. Marlo knew how challenging it was to start at a new company: e.g. learning the expectations of different journeypersons, knowing if you could trust the safety practices of other employees, and generally proving yourself as an apprentice to other company employees. Marlo's experience of reviewing the skill sets outlined in the 309A

log book with the ASG program mentor had opened Marlo's eyes to the importance of gaining the wide variety of skills as outlined in the training manual. Marlo also did not want to become the kind of journeyman who, even after passing the C of Q, could only perform a relatively narrow set of skills. On the other hand, Marlo had been told by others working in the trade that no one actually checked if competencies were signed off in the training standards log book before apprentices wrote their C of Q exam, and so Marlo was more motivated to focus more on logging hours than skill sets. The mentor reminded Marlo that it was important to log competencies after each work term with an employer so Marlo would not have to backtrack years later to get the necessary documentation to qualify to write the C of Q.

In the future, SOY staff would continue to support Marlo's apprenticeship journey, and Jordan's Electrical was aware that they may report to SOY staff regarding Marlo's progress. Marlo may complete their entire apprenticeship with Jordan's Electrical Services, or for any number of reasons, may end up relocating to another employer in the ASG consortium. A number of factors may influence the decision to move Marlo from Jordan's Electrical Services to another employer: a) work may slow down at Jordan's Electrical, and Marlo would move to an employer with available work; b) Marlo might move to a different employer for a defined period of time in order to train in specific skills not available through Jordan's Electrical; c) another ASG employer may require extra labour for a specific job, and then borrow Marlo from Jordan's for the duration of that contract; d) Marlo may move to another location in Ontario, prompting Marlo to find a job closer to home. Throughout any of these possibilities, the program manager would work with both Marlo and Jordan's Electrical Services to determine whether a job rotation is needed, and if so, timing the rotation so it works for all parties concerned. These decisions also would be informed by input and general guidelines on rotation from the LAC in Durham.

As illustrated by the stories of Jesse and Marlo, the ASG program guides apprentices through the intricacies of apprenticeship training in Ontario. In the rest of this report, we outline the process of setting up this type of shared apprenticeship program and detail employer, apprentice, staff, and local stakeholder feedback on shared apprenticeship program components, including successes, challenges, and recommendations for improvement in the post-pilot phase. To set the stage for this analysis, we turn to a review of the existing state of knowledge and practice on shared apprenticeship.





## 3. Environmental Scan

In this section we examine existing research pertaining to how shared apprenticeship can improve outcomes for apprentices and small businesses in the electrical trades in Ontario. We review the state of knowledge on construction sector labour shortages and barriers to apprenticeship training. In this context, we look at the current research on the role of SAMs in improving administrative support, diversity, and training quality for apprenticeship stakeholders.

### 3.1 Construction Sector Labour Shortages

Ontario's aging population and declining labour force participation present significant challenges to the construction sector. As the recent economic outlook from the Minister of Finance makes clear, decreased labour force growth in the coming decade is expected to dampen Ontario's economic growth. This challenge is especially acute for Ontario's construction sector, where baby boomers are retiring at a rate that will be difficult to replenish. With nearly 20% of the construction workforce retiring in the coming decade and fewer young people entering the trades, current shortages of electricians, plumbers, masons, and many other trades will likely be exacerbated (BuildForce [BFC], 2018). "Retirements are expected to draw an estimated 87,300 workers from the province's construction industry over the next 10 years. Such a shift in the workforce creates the potential for a significant skills vacuum that requires proactive planning." (BFC, 2018, p. 25).

The availability of electricians in local labour markets in central Ontario is expected to decrease after 2019 and fall short of employer demands. According to BuildForce Canada, from 2020 to 2027, the availability of electricians in central Ontario is expected to be limited by major projects and short-term increases in demand. In this context, employers are expected to face increased competition to attract qualified electricians (BFC 2018, p. 5).

Construction contractors are concerned about the skills vacuum and the impact of an aging workforce. According to a recent survey, "recruiting skilled workers is considered a significant concern by 71% of contractors, while 51% of contractors indicated that the aging workforce is a significant concern over the next three years" (Ontario Construction Secretariat [OCS], 2018, p. 4).

The challenge of an aging construction workforce may be partly offset by untapping the labour force potential of underrepresented groups (BFC, 2018; Advisory Council on Economic Growth, 2017), including Indigenous peoples, lower income Canadians, women with young children, and newcomers, amongst other groups. Existing pre-apprenticeship and apprenticeship programs focused on recruiting typically underrepresented groups into the construction trades will require significant support to impact predicted

labour force shortages. Industry leadership and new initiatives, such as the ASG program, are needed to help secure a stable future workforce and stable employment opportunities for individuals from groups who typically are not engaged in construction trades.

### 3.2 Apprentice Demographics

The majority of apprentices in Canada are between the ages of 20-24 or 25-29 (Arrowsmith, 2018). Rather than transitioning directly from high school, most apprentices work another job or pursue another form of postsecondary education prior to pursuing an apprenticeship. In the construction sector, 31% of apprentices are between the ages of 20-24 and 25% are 25-29.

Canadian apprentices are typically male. Even though women account for half of Canada's population, they represent only 13.7% of apprentices. The situation is more extreme the construction sector trades, where female apprentices make up only 2% of apprentices in Ontario (OCS, 2013). Electricians are on par with this average (2.1% female), whereas plumbers are almost entirely male (1.1% female) (OCS, 2013).

The vast majority of Canadian apprentices are white. In contrast to the diversity of Canada's population, only 8.2% of apprentices across all trades are visible minorities and 8.7% of apprentices are immigrants. Indigenous peoples account for 6% of apprentices (Arrowsmith, 2018).

Given Ontario's aging workforce and the significant labour shortages confronting Ontario's construction sector, recruitment of individuals from typically underrepresented groups could help address these challenges. Additionally, since young women are more likely to discontinue their training (Taylor, Hamm and Raykov, 2015), we see a clear need to support women, as well as other members of underrepresented groups, through to completion. A range of barriers (e.g., financial barriers, family issues, childcare) make it particularly difficult for underrepresented groups to complete their training. Programs like the ASG can help increase and diversify recruitment and retention in construction sector apprenticeships.

### 3.3 Challenges to Apprenticeship Training

Apprentices in Ontario's construction sector struggle to complete their program of training. Electricians, carpenters, plumbers, and other construction sector trades experience challenges with respect to supporting apprentices to completion of their program of training. If we look at the cohort of newly registered construction sector apprentices in 2009-2010 who managed to complete their program of training within eight years (i.e., twice length of standard program duration), we can see that only 53% obtain a C of A and 51% get their C of Q (MTCU).<sup>[1]</sup> For 309A, the C of Q completion rate for the 2009-2010 cohort is 73%, which is certainly better than the construction sector rate but could be improved. These low completion rates mean that too few apprentices experience the labour market benefits of completion; for instance,



apprentices who complete their program of training are more likely than discontinuers to be employed and have higher average annual earnings (Arrowsmith, 2018). Unfortunately, a range of drop off points in the overly complex apprenticeship system make these benefits all-too-difficult to access. Common barriers include financial constraints, job instability, challenges with employers, family issues, and issues with exam preparation. These barriers are often worse for apprentices who are members of underrepresented groups (Workforce Planning Board [WPB], 2015). To address these issues and work towards improved completion rates, the province has been working to modernize the apprenticeship system. One area of focus in this modernization process is Ontario's ratio system.

### 3.4 Ontario's Ratio System

In order to help assure training and certification standards, as well as health and safety standards, all provinces in Canada have apprenticeship regulations in place. One area of regulation includes determining the ratio of apprentices a company can hire and train based on the number of journeypersons a company must have on staff. This is referred to as the journeyperson-to-apprentice ratio. Because journeypersons are responsible for all on-the-job training of apprentices, the setting and regulating of these ratios is meant to benefit quality of training as well as help control labour market supply.

Up until recently, Ontario had a variable ratio system in which the journeyperson-to-apprentice ratio would change after the first apprentice hire. Ontario's apprenticeship ratio system was controversial, and many felt that it was one of the major barriers to SMEs hiring apprentices. In 2013 the C.D. Howe Institute released a report called, *Access Denied: The Effect of Apprenticeship Restrictions in Skilled Trades*, which states: "we find that the strictest provincial apprenticeship restrictions substantially reduce the number of people working in a trade: provinces that impose tight restrictions have 44% fewer workers in those trades than provinces that have no restrictions" (p. 2). Moreover, this report goes on to argue, these regulations have particularly negative effects on smaller companies: the requirement of more than one journeyperson for each apprentice hired restricts SME's capacity to hire and train entry-level workers.

The ratio system in Ontario changed amid the ASG pilot implementation. In October 2018, the newly elected provincial Conservative government announced Bill 47 which included the following amendments to the apprenticeship system: a reduction of all apprentice-to-journeyperson ratios to 1:1, and a dissolution of administrative body responsible for enforcing the ratios, the Ontario College of Trades (OCoT). As will be discussed, this legislation prompted SOY to ramp up recruitment efforts to meet the increased demand for apprentices from SMEs who could now hire more apprentices.

### 3.5 Small and Medium Sized Employers in the Construction Sector

Apprenticeship training is dependent on the participation of employers. Unfortunately, at the national level, only 19% of skilled trades employers participate in apprenticeship training (Arrowsmith, 2018, p. 4). SMEs are at a disadvantage when it comes to participating in the apprenticeship system since they often lack the time and human resources necessary to recruit, administer, and train apprentices (European Centre for the Development of Vocational Training [CEDEFOP], 2015). Also, SMEs may be unaware of existing employer apprenticeship grants, resources and incentives. In contrast, larger unionized contractors are much more likely to participate in training: 81% of unionized contractors in Ontario participate in training, whereas only 54% of non-union contractors employ apprentices (OCS, 2018, p. 2).

One approach to encourage SME participation in the apprenticeship system is the SAM. By sharing administrative and training burdens between multiple employers, SAMs have had some success in encouraging greater SME participation in training (Bush and Smith, 2007; Toner, Macdonald, and Croce, 2004; Naylor, Raiden and Morgan, 2009). With much existing research focused on other jurisdictions, the ASG research pilot aimed to test the role of a SAM model in engaging SMEs in Ontario's apprenticeship system.

### 3.6 Shared Apprenticeship Models

SAMs involve sharing the responsibility for the administration and training of apprentices across multiple employers. Two main objectives drive the organization of SAMs. First, they aim to shepherd apprentices through the stages of apprenticeship. In this capacity, they facilitate the rotation of apprentices between employers in a training network, also known as a consortium. They may ensure apprentices have access to training opportunities and the necessary financial and social supports to complete their apprenticeships. They may also work towards reducing apprentice hiring discrimination and offer complementary social supports to marginalized apprentices (Bush and Smith, 2007). Second, consortia can encourage employers to engage with apprenticeship training by bearing some of the administrative burdens of the apprenticeship system. This objective is often geared towards SMEs who do not otherwise have the administrative or training capacity to participate in the apprenticeship system (CEDEFOP, 2015). In addition, consortia may serve a range of secondary functions. For instance, they may take on a bellwether role. By conducting skills audits, tracking apprentices and talking to local employers, consortia can help forecast trends in the skilled labour market (Bush and Smith, 2007).

The three main SAMs are:

- a) Employer-administered model: employers collaborate directly with one another to share responsibility for administering and training apprentices.



- b) Jointly-administered model: a partnership is set up between employers and a union or other organization to share responsibility for apprenticeship training.
- c) Third-party model: an agency or another third-party organization may be set up to facilitate shared apprenticeships.

The ASG was designed as a third-party model with the aim of offering quality training to diverse apprentices. In addition, the program aimed to offer young people another way to enter the trades, which is perhaps especially beneficial for youth without a family background in the trades.

### *Training Quality*

What is the role of shared apprenticeship in improving training quality in Ontario's apprenticeship system? As it stands, little research exists on the role of SAMs in improving training quality, and the focus in these few studies is on other jurisdictions. From one of these studies we note a concern that SAMs are insufficiently involved in training employers to receive and mentor apprentices (Snell and Hart, 2007). The ASG program could potentially address this challenge by offering training support services and by connecting employer members to the OEL's Program for Employers which partners experienced employers with those who are new to apprenticeship training.

SAM programs also offer a potential positive effect on quality of training by exposing apprentices to a greater breadth of training through rotations among different employers in the consortium. The ASG pilot tracks apprentice learning experiences and levels of participation in the community of electrical tradespeople in Ontario. Apprentices could gain exposure to different parts of this community by rotating between job sites during their apprenticeship. They also have access to a mentor with extensive experience in the electrical industry.

### *Diversity*

The diversity objectives of the ASG research pilot are exploratory. With the aim of testing a third-party SAM in engaging underrepresented apprentices, the ASG pilot responds to the lack of substantive evidence on the diversity performance of third-party consortia. In Australia, publicly funded SAMs, which are called Group Training Organizations (GTOs), have been much more committed to diversity than the newer for-profit GTOs. Only a small percentage (15%) of consortia sponsor disadvantaged groups in the apprenticeship system (Toner et al., 2004). In this context, GTOs sponsor a disproportionate share of differently abled, Indigenous and youth apprentices, but host fewer female and mature apprentices (Toner et al., 2004; Acil Allen Consulting, 2014). Responding to the lower female participation, Group Training Australia developed a guide to help consortia attract and retain female apprentices and trainees (Taylor et al., 2015). Although



there is a similar need to increase female participation in Ontario's apprenticeship system, little has been done to test the role of shared apprenticeships in meeting this challenge.

### *Summary*

The ASG program responds to the specific challenges facing both SMEs and apprentices in Ontario's construction sector. Although the program may expand to address other sectors (e.g., motive power), this report focuses on the extent to which the model addresses construction sector challenges facing SMEs and apprentices in 309A. In the following, we review the methodology utilized to undertake this analysis.



## 4. Data Sources

Using a developmental approach, this report evaluates the process of developing and implementing the ASG program. A developmental evaluation entails being responsive to a complex set of challenges, some known at the outset and some discovered along the way. In this approach, the evaluation team works closely with the program team throughout the implementation of a new project in a complex environment; for instance, offering feedback based on emerging insights from the data and facilitating lessons learned conversations that inform ongoing program development. This approach allows for a process of ongoing monitoring, evaluation, and feedback between the program and evaluation team. The research, while planned, adapts to new information as it arises to offer nuanced depictions of a novel program as it develops. Although the inquiry evolves, it is nonetheless informed by a set of guiding evaluation questions.

### 4.1 Questions

This evaluation aims to address the following question:

How can a SAM improve the quality, diversity, and administrative support for all stakeholders in the apprenticeship system for electrical trades in the three pilot locations in Ontario?

This open-ended question informed the ongoing inquiry throughout the development and implementation of the ASG program.

The evaluation questions addressed in this report focus on six levels of analysis: 1) program implementation; 2) underrepresented apprentice experience; 3) apprentice learning programs; 4) employer point of view; 5) location; and 6) governance. Each of these address specific stakeholder viewpoints on this pilot. Accordingly, specific questions guide these six levels of analysis:

1. Program implementation: How did the ASG program evolve during the period of pilot implementation?
2. Underrepresented apprentice experience: To what extent does the ASG program engage underrepresented apprentices in the electrical trades?
3. Apprentice learning programs: How can a SAM enhance the learning experience of apprentices in the electrical trades?
4. Employer viewpoints: What can be learned about the possible benefits (e.g., administrative support) of a SAM for employers in the electrical trades?
5. Location: What are the key trends in 309A in Durham, Brantford, Sudbury, the GTA, and across Ontario?

6. Governance: How does the ASG program adapt to changing local skilled labour market conditions in the pilot locations?

## 4.2 Methods

As part of a mixed methods approach, we used questionnaires, focus groups, in-depth telephone interviews, and lessons learned conversations. This combination of methods generated a rich mix of qualitative and quantitative data, enabling the reporting of direct participant quotes alongside visualizations based on the questionnaire statistics. All questionnaires were administered online using Survey Monkey, with a paper printouts option available on request.

### *Research with Apprentices*

Upon entry into the ASG program, each apprentice candidate completed an intake questionnaire. The questionnaires were administered between June 1, 2018 and December 21, 2018, and all 34 apprentices completed the questionnaire. The questionnaire was used to appraise their willingness to relocate for a job placement, educational and other needs for completing the program requirements, expectations, and any concerns about their participation in the project.

In the month of November, four focus groups were conducted with the SOY apprentices. Two focus groups were conducted on November 8; one in Brantford with six apprentices and one in GTA West with another six apprentices. The third focus group was conducted on November 14 in Durham with two apprentices and the last one was conducted on November 20 in Peterborough with three apprentices. Of the 17 participants, one was waiting for a job placement, and the other 16 apprentices were working with ASG employers. Researchers used a focus group guide with open-ended questions to collect formative feedback. Participants were asked to share their previous experience in the trades, factors that motivated them to join the trades, interest in the program, and views on *rotation* between employers and job sites in the program. In addition, participants were asked to give feedback on their experiences and expectations of the ASG program. For example, apprentices provided feedback on recruitment, the benefits of mentoring support, and quality of support from SOY staff. They reflected on their employment experiences and on-the-job training.





Table 2: SOY Apprentices' Participation in Focus Groups

Location	Number of Participants	Participants with Placement/No Placement
Brantford	6	6 with placements
Durham	2	1 with placement 1 with no placement
GTA West	6	6 with placements
Peterborough	3	3 with placements

Three telephone interviews were conducted with individual apprentices who were not able to attend the focus group sessions. The questions on the interview guide were identical to those in the focus group interview guide. All three interviews were conducted in the last week of November and included one apprentice who was working with an ASG employer in the GTA West, one with a short-term placement in Brantford, and one who was working with SOY staff to secure a first placement in the program. Generally, the interviews ran about 30-40 minutes each.

#### *Research with Employers*

Employer questionnaires were used to appraise initial interest in SOY, administrative needs, recruitment needs, desired apprentice qualities, and experience with apprentices. A total of 43 employers enrolled during the pilot phase of the ASG program, and we received an 81% response rate from these employers during the questionnaire administration period between September 27 and December 21, 2018.

Three focus groups were conducted: one in Brantford with four employers, one in Durham with four employers, and one in GTA West with three employers. Generally, the focus groups ran about 60-75 minutes each. Researchers used a guideline with open-ended questions and prompts to structure the focus groups. Employers were given the opportunity to share their views on the design of the ASG program. They were asked to share their current experiences of hiring and training apprentices with the support of the SOY team. They were asked about the process of becoming an ASG member, experiences in hiring apprentices through the program, quality of program administrative support, and efficacy of communication with the



SOY team. They provided feedback on the quality of candidates referred by the SOY team and offered notes on refining the SOY program to better meet their needs in the future.

*Table 3: SOY Employers' Participation in Focus Groups*

Location	Number of Participants
Brantford	4
Durham	4
GTA West	3

Individual interviews were held with two Peterborough employers who were not able to attend the focus group. One was conducted in person and the other over the phone, and the same questions were used as in the focus group sessions. These interviews ran about 20-30 minutes each.

#### *Research with LACs*

Two Local Area Committees (LACs) participated in lessons learned focus groups. A Durham LAC focus group was held on November 14, 2018 and a Brantford LAC focus group was held on November 18, 2018 . Participants discussed the successes and challenges in implementing the ASG program to meet local needs. They also provided feedback on the *rotation* aspect of the ASG program. They offered recommendations on the recruitment process, program support for employers, and outreach to underrepresented groups.

#### *Research with the SOY Team*

SOY program staff and OCWI research staff worked together to monitor the program on the GrowthZone database and through regular biweekly check-in meetings. In addition to ongoing program monitoring, the research team conducted lessons learned conversations to facilitate ongoing learning and development of the program. These lessons learned meetings inform our analysis of program design and development. Four members of SOY staff including the SOY mentor participated in two lessons learned conversations. The first lessons learned conversation was held on September 6, 2018, and the second on December 11, 2018, following the completion of stakeholder consultations. To enable a more in-depth conversation, prior to the final lessons learned meeting, a questionnaire was administered to obtain staff feedback on the following program components: (i) employer recruitment and selection, (ii) ASG program administration, (iii) ASG



apprentice support, and (iv) ASG apprentice recruitment and selection. The questionnaire solicited staff feedback on the following: biggest challenges; a success story; what they wish they had known when heading towards implementation; flexibility/adaptation/responsiveness; next steps for improvement; and vision for the long-run.

### 4.3 Sources of Data

This evaluation uses administrative data, program documents and reports, primary data collected via focus groups, interviews, questionnaires with key stakeholders, and performance monitoring data from regular check-in meetings and observations of the program.

The administrative data analysis is based on final employer and apprentice enrollment as of January 14, 2019. The main administrative data was obtained via the ASG program database, which was designed to offer real time monitoring of apprentice and employer participants in the pilot. Program staff regularly updated the database and generated reports on key indicators. These reports were anonymized to ensure the confidentiality of program participants. Research staff analyzed the administrative data to determine registration, drop-out, diversity, and training trends throughout the implementation of the program. The final ASG program database reports were pulled on January 14, 2019. In addition, research staff analyzed administrative data from MTCU as well as OCoT.

Questionnaires, focus groups, and interviews were conducted to collect qualitative data from apprentices and employers. A total of 54 employers enrolled in the program during the implementation period, with 52 still active at the end of pilot implementation. A total of 39 apprentices registered in the program during implementation, with 37 still active as of January 14, 2019. The analysis of questionnaire results is based on the survey closing date of December 21, 2019, at which time there were 43 employer participants and 34 apprentice participants. All 34 apprentices responded to the survey. Of the 43 employers, 35 responded to the questionnaire (i.e., 81%).

Performance monitoring data was tracked on the ASG database and via meeting attendance, including regular pilot meetings and the Local Area Committee meetings in Durham and Brantford.

Finally, section 4 draws on outside sources of data. OCoT's membership database is sourced to provide a gender breakdown in the trade 309A. Administrative data from the MTCU on apprentice registrations and completions is analyzed alongside Registered Apprenticeship Information System (RAIS) and Statistics Canada data at the national level for 2012-2016.

## 5. Situational Analysis

We review trends related to registration and completion in the electrical trades in Canada and focus specifically on 309A. This overview is based on analysis undertaken by the Canadian Apprenticeship Forum (2018), as well as our own analysis of administrative data provided by OCoT and the MTCU. We use OCoT data to look at gender trends in 309A. Our analysis of MTCU admin data focuses on reported registrations for 309A, which includes both new registrations and re-registrations. In addition, we look at trends in the distribution of certificates, including Certificates of Apprenticeship (C of A) and Certificates of Qualification (C of Q). In this discussion, we also reference MTCU's completion report to discuss actual completion rates for the cohort of apprentices who started their apprenticeship in 2009-2010.<sup>2</sup> At the national level, we reference Statistics Canada data from the RAIS. This data is also used by the Canadian Apprenticeship Forum, although they also draw upon a national survey and other data sources. When discussing trends at the national level, we refer to the major trade group *Electricians* which includes the following trade groups: electricians (except industrial and power system); industrial electricians; power system electricians; electrical power line and cable workers; telecommunications line and cable workers; elevator constructors and mechanics. This trade group includes both the trades targeted in this study and a range of broadly related trades. At the provincial level, we focus specifically on the targeted 309A trade.

We begin with a look at national level trends in these major trade groups, and then dig into provincial and regional (i.e., Brantford, Durham, GTA West, and Sudbury) trends for the specific trades targeted by the ASG program.

### 5.1 Gender

The Ontario College of Trades (OCoT) membership database includes data on three self-identified gender categories: Female, Male, and Other. From a snapshot of the OCoT database collected on August 12, 2018, we can see that the majority of apprentices in 309A are male. The table below shows the total number of apprentices and journeyperson candidates (apprentices who have completed all their training hours but have yet to complete the C of Q) in each region disaggregated by gender category.<sup>3</sup>

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<sup>2</sup> Please note, the Ministry's Apprenticeship Completion Report findings should include the following policy considerations that are not factored in the rate calculation, contributing to lower percentages:

- Limitations when it comes to cancellation of a training agreement and program participation status.
- Apprentices who leave the trade but resurface years later in the same or related trades.
- Apprentices who pursue other related post-secondary training.

<sup>3</sup> For purposes of confidentiality, we have grouped the Other and Female categories in Table 4. For the same reasons, we are unable to offer numbers for Brant County.



Table 4: Gender Breakdown by Pilot Region

	Gender		
	Female and Other	Male	% of region that identifies as Female or Other
Durham	22	598	3.7%
Peel and Halton	16	1223	1.3%
Toronto	23	1106	2.1%
Ontario	259	9088	2.8%

Data source: OCoT membership database

As the 2018 Canadian Apprenticeship Forum explains, “Female apprentices were concentrated in trades such as hair stylist and esthetician (89%), food service (40%), landscape and horticulture (25%), interior finishing (9%), electronics and instrumentation (8%), welders (8%) and automotive service technicians (5%). Less than 5% of the apprentice population is female in the other trades” (p. 14).

## 5.2 Registration Trends in the Electrical Trades

### Overview

In recent years, Canada has experienced a fluctuation in the total number of registered apprentices. During the 2011-2015 period, there has been a decline in new apprentice registrations, but an increase in apprentices registered in the electrical trade group. In Ontario, new registrations in major trade groups have declined more rapidly than Canada-wide, but registrations have been fluctuating in the electrical trade group.

In Canada, registrations increased in 2013, dropped by 3% in 2014, and came back up by 1% in 2015. In the 2011-2015 period, there was a modest increase in total registrations, except for Ontario, which experienced a decline of -2%.

Looking across Canada for the 2011-2015 period, there was a decline in new apprentices of -5% (Arrowsmith, 2018). For the period 2012-2016, there was a decline of -6% in new apprentices, according to the Registered Apprenticeship Information System (RAIS).

Between 2011 and 2015, the total number of apprentices registered in the electrical trade group in Canada increased by 12% (Arrowsmith, 2018). In 2015, 72,915 electricians were registered and 17% of this total number were newly registered. This aligns with the average concentration of new registrants for the major



trade groups, which sits at 18% (Arrowsmith, 2018). Trades with higher concentrations of new registrants include metal workers and food service, which both have 23% new registrants (Arrowsmith, 2018).

New registrations in major trade groups are declining in Ontario. Between 2012 and 2016, new registrations in all major trades have declined more precipitously (i.e., -9%) in Ontario than Canada-wide (i.e., -6%).<sup>4</sup> In the electrical trade group, the number of new registrations in Ontario have been fluctuating with only 0.1% average annual growth.

*Province wide registration trends: Electrician—Construction and Maintenance*

According to the provincial MTCU completion rate report for the period of 2000 - 2010, new registrations for the construction sector and for 309A have been fluctuating. During this time period, new registrations have steadily increased in the constructions sector with the average annual growth rate of 1.0%; however, new registrations in 309A have been fluctuating with a negative average annual growth rate of -1.2%.

The number of new registrants in 309A steadily increased in the 2001-2002 to 2006-2007 period, apart from a small drop in the 2003-2004 fiscal year. Between 2006 and 2010, new registrations in 309A continuously declined with a growth rate of -28%. Broadly, 309A registration trends have followed the construction sector registration trends, with the exception that 309A started to decline a little earlier than the construction sector in the period of the Great Recession.

In more recent years, we've seen moderate growth in new registrations in 309A across Ontario. The number of new registrants in 309A has continuously increased from 995 in 2015-2016 to 1553 in 2017-2018. In the current fiscal year, we don't have final numbers but observe that there have been 1484 new registrants as of fall 2018.

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<sup>4</sup> Please see Statistics Canada Table 37-10-0023-01 Number of apprenticeship program registrations.



Table 5: New Registration in 309A

<b>Summary Table: New Registration in 309A Electricians Trade by Year—Ontario</b>	
<b>Fiscal Year</b>	<b>Number of New Registrations</b>
2015-2018	3831
2015-2016	995
2016-2017	1283
2017-2018	1553
<b>Average Annual Growth Rate (2015- 2018)</b>	<b>19%</b>

#### *Local registration trends*

At the regional level, reported registrations in 309A have varied between 2015 and 2018. These numbers are very low, so we focus this analysis on the total number of reported registrations. In Brantford, an equal number of apprentices (i.e., 21) were registered in 309A in 2015-2016 and 2016-2017 but reported registrations at that location dropped to 19 in 2017-2018. In Durham, the number of reported registrations has gradually increased each year with 12.5% growth rate for the same period. In the Greater Toronto Area (i.e., the entire GTA excluding Durham), reported registrations were fluctuating with 7.7% increasing growth rate during the 2015 to 2018 period. In Sudbury, reported registrations increased from 20 in 2015-2016 to 28 in 2016-2017, and then dropped to 21 in 2017-2018.

In comparison to the other target locations, Durham region shows a more satisfactory number of registrants and a modest growth rate. In contrast, the total number of reported registrations is very low in Brantford and Sudbury.

Table 6: Reported Registrations in Electrician—Construction and Maintenance

Year	Reported Registrations of Apprentices by Location				
	Ontario	Brantford	Durham	GTA	Sudbury
2015-2018	10978	61	1021	2844	69
2015-2016	3574	21	319	888	20
2016-2017	3715	21	343	1000	28
2017-2018	3689	19	359	956	21
<b>Growth Rate</b>	3.2%	-9.5%	12.5%	7.7%	5.0%

### 5.3 Completion trends in the electrical trades

The apprenticeship completion rate for 309A has improved in recent years. Our analysis is drawn from the MTCU completion report which measures completion rates as the number of apprentices who complete their apprenticeships within eight years of their first-time registration in a specific trade.<sup>5</sup> The MTCU completion report, shows that the C of Q completion rate for 309A improved by 8% between the 2000-2001 cohort's rate of 65% and the 2009-2010 cohort's rate of 73%. Likewise, C of A completion rates have improved by 8% during this time period; from 60% for the 2000-2001 cohort to 68% for the 2009-2010 cohort. With almost three quarters of the 2009-2010 cohort of 309A apprentices finishing their C of Q by 2017-2018, this trade is performing much better than the average of 51% for the construction sector trades. On the other hand, with 27% of the 2009-2010 309A cohort failing to complete their C of Q, there is clearly much room for improvement with respect to mitigating drop-off points in this pathway. Opportunities for improvement become even more apparent if we examine recent trends in the distribution of certificates in pilot locations.

<sup>5</sup> Please note, the Ministry's Apprenticeship Completion Report findings should include the following policy considerations that are not factored in the rate calculation, contributing to lower percentages:

- Limitations when it comes to cancellation of a training agreement and program participation status.
- Apprentices who leave the trade but re-surface years later in the same or related trades.
- Apprentices who pursue other related post-secondary training.





## 5.4 Distribution of Certificates

We examined trends in the distribution of C of A and C of Q certificates in 309A in order to get a sense of whether the supply of certified electricians is improving province-wide and in the pilot locations. In contrast to the actual completion rates examined previously, which is a significant indicator of training quality, certificate distribution rates indicate the extent to which the supply of certified electricians is improving. Since 309A is a compulsory trade requiring completion of the C of Q, distribution rates for C of Q indicate how many newly certified electricians are coming into the labour force in a region.<sup>6</sup> Table 7 below indicates that between 2015 and 2018, 5305 journeypersons candidates in Ontario received C of Qs in 309A. Of these 5305 recipients of C of Qs, 34 journeypersons were from Brantford, 360 were from Durham, 1612 were from GTA (excluding Durham), and 31 were from Sudbury.

In Ontario, numbers of certificates distributed to apprentices and journeypersons candidates have continuously declined over the last three years in 309A; the distribution of C of Qs has declined with a higher rate (-29.4%) as compared to the distribution of C of As (-10.8%).

During the 2015-2018 period, few certificates were distributed in Brantford and Sudbury. The distribution of C of A certificates has increased in Brantford and Durham by 7.7% and 3.8% respectively, while the distribution of C of Q certificates has declined at both locations by -8.3% and -24.8% respectively. In Sudbury, the distribution of both C of As and C of Qs have declined over the last three years.

In Durham and the GTA, the distribution of C of Qs declined between 2015 and 2018, with growth rates of -24.8% and -42.3% respectively. We see a positive growth rate (3.8%) in the distribution of C of A in the Durham region, but a negative growth rate (-9.3%) in the GTA.

The declining supply of newly certified electricians is worrying considering the growing labour needs in the construction sector in Ontario. These trends certainly point to the need for a program, such as ASG, to both generate interest and to support electrical apprentices on their journey.

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<sup>6</sup> The rate of C of A and C of Q distribution may be influenced by any number of variables including, but not limited to, registration trends in prior years and drop-off points in this pathway; however, we have not undertaken an analysis to determine the impact of specific factors on these certification trends.

Table 7: Distribution of Certificates in Electrician–Construction and Maintenance

Location	Type of Certificate	2015-2016	2016-2017	2017-2018	2015-2018	Growth Rate
Ontario	C of A	1467	1372	1309	4148	-10.8%
	C of Q	2082	1754	1469	5305	-29.4%
Brantford	C of A	13	9	14	36	7.7%
	C of Q	12	11	11	34	-8.3%
Durham	C of A	105	119	109	333	3.8%
	C of Q	129	134	97	360	-24.8%
GTA (excluding Durham)	C of A	290	256	263	809	-9.3%
	C of Q	704	502	406	1612	-42.3%
Sudbury	C of A	17	8	8	33	-52.9%
	C of Q	14	13	4	31	-71.4%



## 6. Design of Apprentice Sponsor Group Program

In the ASG model, Support Ontario Youth (SOY) acts as a third-party broker between a group of apprentices and a consortium of employers. Both parties receive hands-on support to navigate the apprenticeship system. SOY guides apprentices through apprenticeship training, drawing upon a consortium of employers willing to hire and train apprentices. SOY also bears some of the administrative burdens of the apprenticeship system for both apprentices and employers. The program's long-term goal is to ensure that SOY apprentices complete their training in a timely manner, and thus provide qualified journeypersons who can quickly transition into full-time careers in the trade.

The pilot draws upon SMEs from across Ontario, with a strong focus on South Western Ontario (Brantford city), Eastern Ontario (Durham region and Peterborough), Central Ontario (GTA West corridor/area), and Northern Ontario (Sudbury city). Initially, SOY planned to target four electrical trades: Electrician—Construction and Maintenance (309A), Electrician—Domestic and Rural (309C), Powerline Technician (434A), and Industrial Electrician (442A). However, due to the limited timeframe for the pilot, SOY focused on one electrician trade i.e., Electrician—Construction and Maintenance (309A).

Participating employers are typically small companies with 1 to 40 employees. More than 51% of ASG employers have 1-5 employees in their companies, and less than 8% do business in multiple trades. These employers work primarily in four main electrical industries: residential construction, maintenance, renovation, and industrial commercial institutional (ICI). Of those who work in one industry, the largest contingent is from Industrial Commercial Institutional (ICI). This is followed by six employers in residential construction.

The industry composition of the program influenced apprentice recruitment. During program implementation, SOY staff received many requests from employers for upper year apprentices in their second, third or fourth year. These requests reflect the large contingent of employer members working in the ICI industry, which typically requires more experienced apprentices. Although SOY staff worked to accommodate these requests, the recruitment of upper year apprentices was not aligned with SOY's goal to recruit young people into the electrical industry. In response, the program aims to recruit more contractors in the residential construction industry because first year apprentices are better able to meet the employment needs of this electrical industry.

### 6.1 The Logic of the Apprentice Sponsor Group Program

Logic modeling is a planning tool for framing the evaluation of a program. It helps visualize the key elements of a new initiative and track how these elements evolve during program implementation. In March 2018, the OCWI evaluation team collaborated with SOY staff to develop the original ASG program logic model

(Appendix B). During implementation, the ASG program was refined to better meet stakeholder needs. In order to capture these adjustments, in December 2018 the first model was revised into a second model based on preliminary evaluation findings and proponent experience (Appendix C). Program staff then used this second model to map out how the ASG program planned to mitigate the key barriers and drop-off points in the apprenticeship pathway identified by the MTCU during apprenticeship modernization consultations (Appendix A).

In the following, we reference three representations of the ASG program logic, which show program staff understandings of the pilot at different points in time and in relation to the larger apprenticeship pathway in Ontario: i) the original logic model shows the program as it was understood leading up to program launch; ii) the second logic model incorporates the insights accumulated during the process of implementation; iii) the ASG journey map shows the logic of the program in relation to reducing drop-off points in Ontario's apprenticeship journey, with a focus on long-term objectives that are outside the scope of the pilot period (See Appendices A, B, C).

#### *Program Inputs and External Context*

The key program inputs include OCWI funding, staffing, and MTCU approval for SOY to act as a group sponsor. Program and research staff were in place in early 2018, shortly after the allotment of OCWI funding. With staff in place, the program was ready to engage potential stakeholders (i.e., pre-apprentices, apprentices, employers, and journeypersons) of the ASG program. Perhaps the most significant organization in stakeholder engagement is the OEL network, the primary pathway for employer recruitment into the program. With the support of the OEL, SOY came close to reaching its goal of recruiting 60 apprentices; 39 apprentices enrolled during the implementation period.

Several external factors impacted the implementation of the ASG program. These external factors include both the update of the policy regulating group sponsors in Ontario and the newly elected Conservative government's change in apprenticeship regulations in June 2018. These external factors impacted the availability of key program inputs.

An essential program input was group sponsor status from the MTCU. To launch the ASG program, SOY had to gain group sponsor status from the MTCU. As a group sponsor, SOY holds the Registered Training Agreement (RTA) with all apprentices enrolled in the program and monitors the progress of each apprentice through their apprenticeship journey. The ASG program launch was delayed by the process of gaining group sponsor status with MTCU. SOY received funding for the ASG program in winter 2017 and aimed to launch in spring 2018; however, due to delays in MTCU processing of SOY's group sponsor application, the launch was set back to June 1, 2018. At the time the local MTCU office was processing SOY's group sponsor application, the Ministry was amid updating the sponsor policy outlining the responsibilities of a group



sponsor under the Ontario College of Trades and Apprenticeship Act (2009). In this context, there was a lack of information and communication resources available about the updated policy for group sponsors. These external factors delayed the pilot launch and impeded recruitment efforts because of the onset of the busy summer construction season.

The regulatory environment for skilled trades in Ontario changed in the middle of the pilot period. In October 2018, the newly elected provincial Conservative government announced Bill 47 which included the following amendments to the apprenticeship system: a reduction of all apprentice-to-journeyman ratios to 1:1, and a dissolution of administrative body responsible for enforcing the ratios, the Ontario College of Trades (OCO<sup>T</sup>). The shift to 1:1 ratios should have a positive impact on recruitment, since it will allow more apprentices to participate in the SOY program; however, these changes did not come into effect early enough to show up in recruitment data for the pilot. As such, this is an input change that may impact the ASG program in the post-pilot period.

During pilot development and implementation, changes to the regulation of skilled trades and group sponsors in Ontario impacted key program inputs and related timelines. In the ensuing discussions of program activities and outputs, these external factors should be considered.

#### *Program Components, Activities, and Outputs*

The key components of the ASG program include apprentice recruitment and selection, employer recruitment and selection, apprentice training support (e.g., support for in-class and on-the-job training), SAM program administration, local steering committee implementation, and program evaluation (see Table 8). Participants in these program areas include pre-apprentices, apprentices, employers, journeymen, local and province-wide steering committee members. The actual program components are implemented by SOY staff, apart from program evaluation, which is undertaken by OCWI staff.

Program staff gain key insights through the experience of implementing the ASG program. This accumulated knowledge is sketched in broad terms in the second logic model (Appendix C), which demonstrates the ways program staff adjusted the program based on experiential insights.



Table 8: ASG Program Components, Activities, and Outputs

Components and Activities	Key Outputs
<p><b><i>Apprentice Recruitment and Selection</i></b></p> <ul style="list-style-type: none"> <li>• Advertise job postings and respond on inquiry</li> <li>• Review Talent Sorter results, resumes, and cover letters</li> <li>• Conduct group interviews with shortlisted candidates</li> <li>• Consul with team about final selection</li> <li>• Collect supporting documents and check references of selected candidates</li> <li>• Send a welcome email to SOY apprentices</li> <li>• Communicate with apprentices via email or in person</li> </ul>	<p>Attract eligible apprentices, especially those that align with program diversity objectives</p>
<p><b><i>Employer Recruitment and Selection</i></b></p> <ul style="list-style-type: none"> <li>• Contact employers from the OEL list</li> <li>• Network at social events and through LAC connections</li> <li>• Organize face-to-face meetings with employers</li> <li>• Get employers to sign MOU, supporting docs, and survey</li> <li>• Start the process of profile matching</li> <li>• Follow up with employers on apprentices' placements</li> </ul>	<p>Attract targeted SMEs from program trades</p> <p>SMEs sign MOU</p> <p>Employers hire ASG apprentices</p>
<p><b><i>Apprentice Training Support (e.g., mentoring for on-the-job training)</i></b></p> <ul style="list-style-type: none"> <li>• Develop training material manual</li> <li>• Develop FAQ template</li> <li>• Observe apprentices at work-site location</li> <li>• Visit colleges</li> <li>• Coordinate EI support and subsidies</li> </ul>	<p>Connect apprentices with employers based on skill level and interest</p> <p>Apprentices are offered mentorship</p>
<p><b><i>ASG Program Administration</i></b></p> <ul style="list-style-type: none"> <li>• Conduct official correspondence with participants and partners</li> <li>• Market the ASG program</li> <li>• Administer the database</li> <li>• Manage expectations and follow up with individuals</li> <li>• Outreach to underrepresented groups</li> </ul>	<p>Complete administrative components on behalf of apprentices for entry and continuation in apprenticeship program (MTCU, OCoT, TDAs)</p>
<p><b><i>Local Area Committee Implementation</i></b></p> <ul style="list-style-type: none"> <li>• Schedule LAC meetings in pilot locations</li> <li>• Share program updates with LACs</li> <li>• Solicit feedback from LACs to guide local implementation</li> </ul>	<p>Hold all LAC meetings</p> <p>Share updates with members</p>
<p><b><i>Program Evaluation</i></b></p> <ul style="list-style-type: none"> <li>• Collect and analyze qualitative and quantitative data</li> <li>• Share preliminary findings with stakeholders</li> <li>• Facilitate lessons-learned focus groups with staff and LACs</li> <li>• Monitor development and implementation of the ASG program</li> <li>• Compose final report on the ASG program</li> </ul>	<p>Data collection completed</p> <p>Feedback shared with stakeholders</p> <p>Final report written</p>



One program component that evolved during the pilot period was apprentice training support. Originally, the ASG program was designed to include insurance benefits for all participating apprentices, with the aim of testing whether these benefits could play a role in reducing drop-offs. Since apprentices typically lose their benefits when moving from on-the-job to in-class training, they may be more likely to drop out of their program at this time. Further, not all small employers are able to offer benefits. Program proponents planned to mitigate this apprenticeship barrier by providing benefits throughout their apprentices' entire training programs. However, SOY staff received feedback from employer members and prospective members stating that they did not want this benefit for a variety of reasons. Explanations offered included not wanting to change insurance plans, possibly pay extra fees, or have apprentices receive better benefits than their regular employees. As a result, this program component was dropped and, in its place the program implemented Employment Insurance (EI) supplements to support their apprentices through block in-class training. During pilot implementation, program staff learned that the loss in wages and limited EI funding available to apprentices during in-class training is a significant barrier to apprenticeship completion. Other barriers also exist, but most of them are linked with the lack of financial support. EI is available to all ASG apprentices upon entry into in-class training.

*Short, Intermediate, and Long-Term Outcomes*

Figure 1: ASG Program Outcomes

**Short-term outcomes**

Underrepresented groups actively continuing in ASG program  
 Apprentices participating in ASG program  
 Improved training quality and reduced dropout rates  
 Reduced administrative burdens for employers  
 Developmental evaluation informs pilot development

**Intermediate outcomes**

By the end of 2020, recruit 600 apprentices in electrical, mechanical and motive power trades

**Long-term outcomes**

Increase proportion of underrepresented groups participating in apprenticeship programs in electrical, mechanical, and motive power trades in Ontario  
 Long term administrative support for employers  
 Increase completion rates for electrical, mechanical, and motive power apprentices in Ontario

The ASG program has mapped out short, intermediate, and long-term outcomes. Although this report only addresses short-term outcomes, we detail the development of intermediate and long-term goals. The long-term goal of the program, beyond what can be assessed in the pilot, is to manage the apprentice's journey so they can complete their required training in a timely manner and enter the trade as a full-time, qualified and well-rounded journeypersons (Appendix D). These apprentice management functions are mapped out in relation to drop-off points in Ontario's apprenticeship system, as illustrated in Appendix A. By shepherding apprentices through all the steps in the apprenticeship journey, the ASG program aims to achieve the following ten objectives:

1. Improve the quality of apprentice experience;
2. Increase the number of women, Indigenous persons, persons with disability, visible minorities, and new Canadians completing apprenticeship and earning certificates of qualifications;
3. Reduce apprentice dropout rates;
4. Enhance the apprentice learning experience by providing opportunities to learn from different employers, by supporting peer learning, and by providing access to a third-party mentor;
5. Increase the number of registered apprentice job placements;
6. Increase employer participation in apprenticeship training;
7. Reduce administrative burdens for employers and apprentices;
8. Educate and inform apprentices and employers what to expect on the apprenticeship pathway;
9. Offer flexibility for apprentices and employers; and
10. Establish local steering committees to set policies and determine requirements for each of the pilot areas.

These long-term goals remained stable throughout the pilot period, with one exception. By the end of the pilot period, the strategic vision for this program expanded beyond electrical and mechanical trades to include motive power, as illustrated in logic model two (Appendix C). The intermediate outcomes of the ASG program were refined during the pilot period (Appendix C). By the end of 2020, SOY aims to recruit 600 apprentices in electrical, mechanical, and motive power trades.

The focus of this report is on short-term outcomes, which remained relatively stable during program implementation. These goals include:

- Apprentices participating in the ASG program;
- Continued participation of underrepresented groups;
- Minimizing the dropout rates for apprentices during the pilot period;
- Minimizing administrative burdens for employers;
- Ensuring quality training for participating apprentices during the pilot period;
- Producing of reports on the ASG program; and
- Ongoing pilot refinement based on developmental evaluation findings.





## 6.2 Target Population

Apprentices were recruited from two groups: (i) people interested in the trades but not yet registered in an apprenticeable trade; (ii) apprentices already completing their training in Brantford, Durham, GTA West, Sudbury, and Ontario-wide. The target populations were also shaped by employer and local steering committee feedback. Although the pilot initially aimed to recruit first-year apprentices, the focus shifted during implementation towards upper year apprentices with some prior experience in the trades. This shift in recruitment focus was a response to feedback from employers regarding their need for more experienced candidates.

## 6.3 SME Engagement Objectives

The proposed research pilot responds to the specific challenges that employers face in navigating the apprenticeship system within the construction sector in Ontario. Small and medium sized employers have training capability, but they face several challenges:

- Providing training across the full range of skill sets for 309A;
- Recruiting apprentices under existing journeypersons to apprentice ratios;
- Dealing with the administration of apprenticeship training in coordination with MTCU, OCoT, and TDAs; and
- Staffing shortages while an apprentice is completing their in-class training.

Most of these challenges are due to the lack of a support system, which the ASG program provides. By rotating apprentices between job-sites in a training network and coordinating their ability to qualify for training support, the ASG program makes it possible for small employers to participate. Otherwise, these employers may be hesitant to take on an apprentice due to an inability to offer training in all the competencies required for 309A. Furthermore, this aspect of the ASG program also aims to address staffing shortages while apprentices are completing in-class training. If employers take apprentices, they will lose them for the duration of their in-class training, which makes running a business difficult; whereas if no apprentice is ever signed, this is never an issue. An employer may want to hire another to temporarily fill the role of the apprentice who is doing their in-class training but is unable to offer meaningful employment because onboarding an apprentice for a short period of time is difficult to do, whereas with a third party like SOY, a match can be made easily enough to fit into a company. By rotating the apprentices, the ASG program will help alleviate this issue for employers. For example, if an apprentice is completing in-class training, the SOY program could place a new or like for like (level-wise) apprentice with the employer. This objective is feasible on the condition that either: a) they are under ratio and can take an additional apprentice;

b) the apprentice is a SOY ASG apprentice, so the sponsor group is responsible for monitoring their ratio. In either of these cases, the ASG program can resolve this challenge for employers.

With respect to ratio barriers, the switch to 1:1 ratios during the implementation period should make it easier for SMEs to participate in training. Although this is an external factor, it may positively influence the ability of the ASG program to meet SME engagement objectives.

## 6.4 Key Program Areas

SOY's sponsor group model has five key program areas (Appendix C). These program areas are presented below, with accompanying steps to achieve the best possible results.

### *Employer Recruitment and Facilitation*

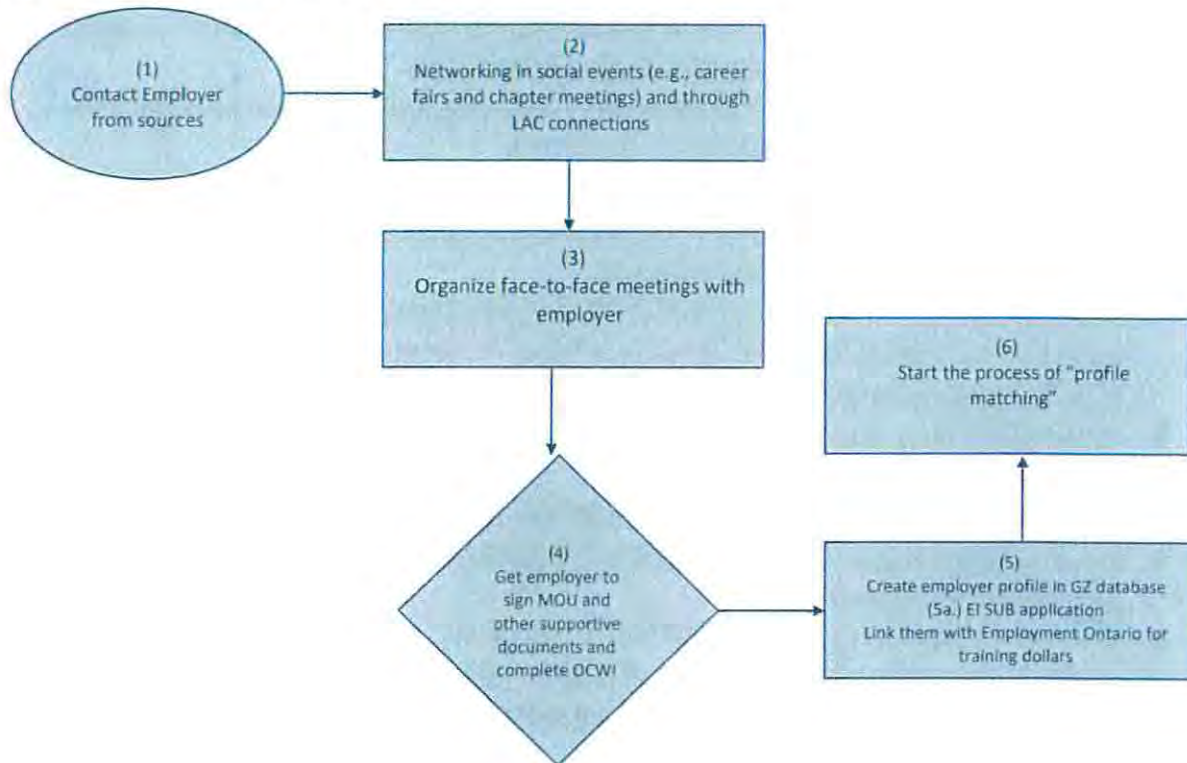
SOY utilizes many channels to attract and engage employers in its ASG program, which we discuss in section eight. As illustrated in Figure 1, the process of employer recruitment begins with an initial contact, typically at an in-person event such as an OEL chapter meeting. Once an employer signs up with SOY, the program manager and administrator work together to support their needs (Appendix E). Employer members receive a wide-range of administrative, recruitment, and training services:

- Completing the necessary administrative responsibilities on behalf of employers with MTCU and OCoT;
- Educating about grants, incentives, and MTCU policy changes;
- Addressing training issues of employed apprentices (registration, wages, training hours) transferred to SOY program;
- Pre-screening candidates when training spaces are available;
- Addressing recruitment concerns;
- Providing candidates resume for review;
- Setting up interviews for filling job/apprenticeship vacancies;
- Holding the RTA for all apprentices in the sponsor group and registering them through MTCU and OCoT;
- On-site placement of apprentices for rotation;
- Monitoring apprentices' progress and addressing questions and case-by-case scenarios as they are encountered;
- Promoting SOY to all relevant stakeholders, including underrepresented groups (women, Indigenous, and new Canadians);
- Working in consultation with the LAC to modify processes and manage expectations at the local level; and



- Addressing operational challenges.

Figure 2: Employment Recruitment flow chart



### Apprentice Training and Support

This key program area was designed to improve the quality of apprenticeship training. Ongoing support is offered to participating apprentices as soon as they become members of the ASG program. This support includes ongoing program or case management, administrative support, and one-on-one mentoring. This support system involves significant coordination between the program management, program administration, and mentoring staff involved in shepherding the apprentice through their program of training (See Appendix F).

SOY offers multiple services to its apprentices in SOY program:

- Assessing essential skills and accommodation requirements and recommending appropriate resources (e.g., budgeting help) to address any gaps prior to the apprentice starting their placement;



- Assessing apprenticeship level and making recommendations for pre-apprenticeship training where this additional step may benefit the apprentice;
- Educating apprentices about personal finances, including grants, scholarships, and personal budgets;
- Monitoring apprentices throughout their job placement for regular progress updates. In addition, providing referrals to support services to mitigate dropout risks;
- Ensuring apprentices are aware of all the required paperwork that needs to be completed when leaving an employer to ensure their hours are captured;
- Offering retired journeypersons as mentors for apprentices to help them through the program;
- Screening contractors to ensure apprentices are placed in appropriate workplaces with the necessary training resources and qualified journeypersons;
- Providing apprentices with opportunities to complete their placement with different employers to gain a broader understanding of the different roles and workplaces, and to ensure they are exposed to the full scope of the trade via the training standard;
- Offering exam preparation sessions for apprentices who are ready to write the Certificate of Qualification exam;
- Providing group benefits (i.e., EI) to apprentices while at trade school, wherever necessary;
- Handling administrative requirements on behalf of the apprentices; for instance, clarifying the steps and processes for registration;
- Acting as the key point of contact for the MTCU and OCoT;
- Assisting in managing offers of classroom training for participating apprentices; and
- Providing an Apprentice Support Handbook and additional training resources.

### *Apprentice Mentoring*

Third-party mentoring is a unique feature of the ASG program. Since apprentices are not always comfortable asking their employers or direct supervisors pertinent questions, SOY offers a mentor with extensive knowledge of the electrical trades in Ontario. SOY is using the services of a retired journeyperson and electrical inspector to mentor apprentices in the ASG program. Participating apprentices have easy access to the mentor to discuss any issue related to technical knowledge, electrical code answers/clarification, safety, career progression, job-site etiquette, safety, in-class learning and skills development. They can approach the mentor for advice for any issue that they have with their employer or journeyperson during on-the-job training. The mentor works closely with program/case management and program administration staff to recruit and support apprentices throughout their journey in the ASG program.



### *SAM Program Administration*

ASG program administration offers support to apprentices, employers, and local stakeholders. To administer all the functions of ASG program, from the recruitment of employers and apprentices into consortium to tracking the progress of apprentices in training, SOY staff have developed tracking tools and supporting mechanisms. During pilot implementation, SOY has developed the following tools and resources for managing and administering the activities of ASG program:

- Tracking apprentice-related administrative details via the GrowthZone database, such as MTCU, and OCoT registration status, current employment status, and each apprentice's progression through required skill sets for their trade (digitizing the apprentice training standard/logbook);
- Monitoring performance via the GrowthZone database, which tracks a range of indicators pertaining to short, intermediate, and long-term outcomes. After each placement, employers provide a performance review of the apprentice;
- Using an online assessment tool (Talent Sorter) in the apprentice selection process;
- Planning to digitize the apprentice logbook into a responsive webpage or app, to allow for better communication and tracking;
- Collecting and maintaining statistics on all apprentices participating in the sponsor group;
- Coordinating a Memorandum of Understanding (MOU) agreement between the contractor and the sponsor group, which outlines the requirements of participation. The agreement details the quality assurance requirements for contractors, to ensure apprentices receive quality training; and
- Communicating updates and news to participants regarding apprenticeships in Ontario, and SOY program developments.

### *Operational Considerations*

Administration of the ASG involves screening potential apprentice candidates, onboarding employers and apprentices, matching apprentices with employers, and tracking the progress of all members, especially the apprentice's experiences and advancement, through their apprenticeship.

The reduction and streamlining of paperwork for both employers and apprentices remains one of the goals of SOY operations. The program's administrative staff have noted that paperwork can be a deterrent for employers and apprentices, and so they have developed specific strategies to address the challenge of completing all necessary forms and surveys in a timely manner. For example, in order to help streamline the paperwork process, program staff work to collect necessary documents from apprentices during interviews, and employers during in-person recruitment meetings. Because all supporting documents for the Registered Training Agreement (RTA) application must be original, the timely collection of these documents remains a challenge, particularly as the program expands across the province.



From an operational standpoint, the orientation of apprentices and employers into the ASG program remains an area of continued development and refinement. Orientation involves informing apprentices and employers of how the program works as well as the different supports available through the program. For apprentices, some of this work is done during the screening, interview, and onboarding process. Program staff also are developing group orientation sessions for apprentices. For employers, a great deal of the orientation work is done during in-person recruitment and enrollment meetings. Additionally, SOY maintains a printable document on the program website entitled, *How can Support Ontario Youth Help Employers?* which outlines all the program benefits for employers (See Appendix H).

In order to modernize the tracking of required trade skills acquired by apprentices, SOY has developed an electronic logbook that mirrors the provincial Apprenticeship Standard Log Book (which currently exists only in hard copy). SOY administrative staff have developed this logbook as an efficient way to fulfill their group sponsor obligation to track and monitor the progress of apprentices through their training programs.

The Support Ontario Youth website serves to promote the skilled trades as a viable career choice and provides information on the program targeted specifically towards apprentices, employers, and donors.<sup>7</sup>

Using GrowthZone association management software, SOY staff have developed and are continuing to refine a robust database that tracks all program members and events. The database is also used to generate reports such as enrolment statistics and demographic breakdowns. Website forms such as the Employer Intake form and Apprentice Scholarship Application form feed directly into the database. The goal with the database is to capture all relevant program data in one place and be able to run reports on that data (Appendix J).

### *Administering Training Agreements and Tracking Ratios*

The process of administering training agreements and tracking ratios for participants in the ASG program was determined by MTCU and communicated directly to SOY staff. In the following, we detail staff lessons learned about the process of administering training agreements and tracking ratios for apprentice participants in a group sponsor program in Ontario.

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<sup>7</sup> The *Employers* section promotes the program to “Grow your business and help grow the industry,” lists the main program benefits for employers, and also includes a link to a printable document that describes how SOY supports employers. The *Apprentices* section offers comprehensive information and resources: general information on skilled trades apprenticeships to help individuals decide if an apprenticeship is right for them, a Frequently Asked Questions section on apprenticeship procedures, pictures and quotes from SOY scholarship recipients, resources such as guidance on creating a budget for apprenticeship, and the opportunity to apply for a SOY apprenticeship. The website also serves as a point of entry into the program: potential apprentices can apply to the program via the online assessment and employers can register to be part of SOY by filling out the program intake form. The SOY program staff and board of directors are introduced in the *Meet Our Team*, section, and the *Insights* section provides resources and news regarding the skilled trades. Because SOY is a charitable foundation that provides scholarships to apprentices, the website includes a *Donors* section and *Donate Now* button that links to an online charitable donation form. Clear contact information is posted on the website as well as social media links to follow SOY on Facebook, Twitter, Instagram, and YouTube. See: <http://www.supportontarioyouth.ca/>.



The process of administering training agreements for apprentice participants evolved during the implementation period and had unanticipated impacts on employer recruitment. At the program development stage, SOY expected to use a *hybrid model* that would allow employers both to sponsor apprentices through SOY (i.e., where SOY would act as group sponsor), and sponsor apprentices independently (i.e., where the employer would act as the sponsor). During the process of applying for group sponsor status through the Durham MTCU office, SOY staff were informed that the Ministry would require all employers enrolled in the ASG program to hold all their apprentice RTAs with SOY. This would mean that once an employer enrolled in the program, that employer would no longer be allowed to hold any independent RTAs with apprentices: all existing apprentice RTAs would need to be transferred to SOY and all future apprentice hires would need to be registered through SOY. This prohibition of a *hybrid model* of group sponsorship stymied the employer recruitment process which also halted apprentice recruitment since the program is dependent on employer members to provide placements for apprentices. However, in early September 2018, the MTCU revised the group sponsor policy to allow for a *hybrid model*. This change in policy made the program more attractive to employers, and employer recruitment improved significantly in the fall of 2018.

The application of ratios in the updated sponsor policy resulted in operational and employer recruitment challenges for the ASG program. At this time (i.e., June to August 2018), following the advice of the local MTCU office, SOY worked hard to ensure ratios were met at both the sponsor and the employer level, as outlined in the sponsor policy. However, the application of ratios at both levels was an operational challenge when dealing with prospective employers who were already employer-sponsors and working at or close to restrictive 309A ratios.<sup>8</sup> Onboarding this type of employer proved infeasible in instances where transferring the additional apprentices from the employer-sponsor to the group sponsor would take the pilot out of ratio at the sponsor level. This situation resulted in a long waiting list of employers who were keen to participate in a shared apprenticeship system but who could not join due to the application of ratios at the sponsor level and due to the lack of a *hybrid model*. During employer recruitment in summer 2018, the combined effect of prohibiting the *hybrid model* and applying ratios at both levels (i.e., employer and sponsor levels) limited a significant number of employers from participating who would otherwise have been keen to train apprentices in a shared model and within existing ratios at the employer level.

In dialogue with SOY staff, MTCU accepted a hybrid model for the ASG program. Under this model, onboarding new employer members was no longer a challenge because employers had the flexibility to retain a selection of journeypersons and apprentices and transfer others over to, or hire from, the ASG program.

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<sup>8</sup> During summer 2018, 309A ratios were the following: 1:1, 1:1, 1:1, 1:1, 3:1, 6:1, 3:1. For additional details and comparison with other jurisdictions, please see the Ellis Charts: [http://www.ellischart.ca/tradeschart/tid\\_51\\_en.html?tid=%2Ftradeschart%2Ftid\\_51\\_en.html](http://www.ellischart.ca/tradeschart/tid_51_en.html?tid=%2Ftradeschart%2Ftid_51_en.html)

In order to fulfill their group sponsor obligation to monitor ratios in accordance with Ontario College of Trades regulations, SOY, in collaboration with MTCU's Durham office, developed an intricate system of tracking ratios at both the group sponsor and employer levels. Once the newly elected Ontario Conservative government reduced all apprentice-to-journeyman ratios to 1:1, SOY re-adapted the system in order to stay in compliance.

### *Local Area Committee Formation*

To implement the ASG program in alignment with regional needs, LACs were formed at each pilot location. Through these committees, SOY intends to prove that local representation with provincial administration can streamline the registration process of apprentices and enhance the apprenticeship experience for employers and apprentices.

LAC functions include:

- Guiding the implementation of the program so that it meets local employment and training needs;
- Assessing trends in local areas, and how to be prepared for them;
- Determining local needs of SMEs who are doing business in electricians trade;
- Developing strategies to expand and improve the program, including in relation to employer engagement;
- Ensuring the program is being implemented in alignment with relevant regulation and legislation on the skilled trades; and
- Coordinating with local training delivery agents.

SOY staff provides administrative and logistics support and resources to all local committees. Local committee membership records, events, and activities are regularly updated in the SOY database. During the pilot period, the SOY team held nine local committee meetings.





## 7. Apprentice Recruitment and Diversity

In the hybrid model of group sponsorship that was implemented beginning in September 2018 (see Section 6.5 for more details), recruiting apprentices already employed with member employers primarily involves transferring their MTCU registrations from their employer sponsors to SOY as a group sponsor. When an employer joins the ASG program, they have the option of transferring any existing apprentice(s) into the program; this choice is left to the employer's discretion. A contingent of member employers have registered all their apprentices into the ASG program, some have kept all their apprentices, and others have been selective in transferring apprentices into the program.<sup>9</sup>

Twenty employers already employed apprentices at the time of recruitment. In this group, five employers transferred apprentices into the program and 15 were interested in hiring apprentices through the program. As listed in Table 9, 38 apprentices are employed with the member employers. Of the employed apprentices, 21 were transferred into the program by their employers and 17 found employment through the ASG program.

Recruiting apprentices into the ASG program via an employer is primarily a paperwork process. These apprentices are introduced to program staff, and the staff collect the following documents: certificates of registration with MTCU and OCoT, educational records, documentation of their training hours, and scope of training. The apprentices are then asked to submit their profile information and complete an online skills assessment (Talent Sorter) as well as the OCWI intake questionnaire. They then sign an expectations document with the ASG.

For apprentices who come into the ASG program directly through SOY, the selection process is scrupulous. Once the program manager has assessed an employer's needs and capacity to hire apprentices, they will create a job description and place the open vacancy on an online platform. The application package consists of an online assessment (created by Talent Sorter [TS]) and is inclusive of a cover letter and resume. TS is a standardized assessment that is designed and developed by Fit First Technologies to help the ASG capture if the applicant is a good fit for the electrical trade. After completing the assessment, applicants are asked to complete their profile by submitting an updated resume and cover letter. The program manager reviews incoming applications and invites shortlisted candidates to a group interview.

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<sup>9</sup> We see the following breakdown: 24 employers who have not hired any apprentice; 13 employers who may have their own apprentices, but do not have any SOY apprentices; 5 employers who have both SOY apprentices and their own apprentices; 6 employers who do not have their own apprentices but do have SOY apprentices; 4 employers who have not provided updates on apprentices.

Table 9: Number of Apprentices by Recruitment Pathway in ASG

Recruitment Pathways of ASG Apprentices	Number of Apprentices
<b>Apprentices recruited through an employer</b>	<b>21</b>
a) Forced transfer <sup>10</sup>	07
b) General Labourer/Intern registration <sup>11</sup>	10
c) Volunteer registration <sup>12</sup>	04
<b>Apprentices recruited directly by SOY</b>	<b>17</b>

Interviews assess prior education and work experience, workplace behavior, mechanical and mathematical competencies. The interview process is led by the program manager and mentor, with support from the operations manager. After completing the interview, candidates are informed about next steps in the ASG program. At this time, they are given an overview of MTCU registration and OCoT membership. For a detailed account of this recruitment process, please see Appendix G.

## 7.1 Engaging Underrepresented Groups

One key objective of the ASG program is to increase the number of women, Indigenous persons, persons with a disability, visible minorities, and new Canadians in the electricians and mechanical trades. Between February 2018 and December 2018, program staff organized the following activities with the aim of recruiting underrepresented groups:

- Two presentations in Durham College, one with OYAP students, and one at St. Leonard's Community Services in Branford;
- Two meetings with teachers in the District School Board of Niagara and the Halton District School Board;

<sup>10</sup> Forced transfer: In the early stages of ASG pilot implementation between June and early September 2018, the Durham MTCU office required all member employers to transfer their existing apprentice's RTA's over to the ASG program. Registration transfers of such apprentices are termed in this report as forced transfer.

<sup>11</sup> General Labourer registration: Some employers asked the SOY team to register their employees (e.g. General labour or intern) who was not registered at the time, as an apprentice in their company.

<sup>12</sup> Volunteer registration: In the blended model that was implemented beginning in September 2018, once an employer signs up to the ASG program, they had the option of transferring one or more apprentice(s) into the program.



- Two meetings with Kevin Graham, former Technical Consultant with the District School Board of Niagara (DSBN);
- One meeting with Ontario's Youth Employment Network;
- One meeting with TDG Marketing Inc. for creating marketing and awareness strategies for SOY; and
- One visit to North American Trade School.

With the aim of working towards the long-term recruitment goals of the ASG program, SOY contracted Solstice Public Affairs. One of the key performance indicators tracked by Solstice Public Affairs was the number and focus of diversity recruitment efforts to bring more Indigenous youth, women, and newcomers into the skilled trades. By introducing the ASG program to key stakeholders, Solstice Public affairs supported program staff in reaching long-term diversity recruitment and retention objectives. Although the success of these public relations efforts is not yet evaluable, we observe an active effort to engage key stakeholders in Indigenous affairs, education and the skilled trades at the federal, local, and provincial levels (Appendix I).



## 8. Employer Recruitment

SOY uses two main routes to recruit employers into the pilot: (i) connections with trade associations in Ontario, and (ii) networking events at targeted locations across Ontario. The employer recruitment process involved the following three stages: i) employer outreach; ii) face-to-face meetings; iii) profile matching. The detailed process of employer recruitment in the ASG program is broken down into six steps, which are illustrated in Figure 2 in section 6.

### 8.1 Recruitment Process

Employers are recruited through professional trade associations. In particular, the OEL helped the SOY team connect with small and medium-sized employers in the electrical industry: 99% of member employers are also OEL members. With the support of OEL, SOY recruited 44 employers. Given the pilot's focus on a construction sector trade, employers are also recruited through the Ontario Home Builders Association (OHBA), Merit Ontario, and the Progressive Contractors Association of Canada (PCA). With the aim of expanding to mechanical trades in the post-pilot period, SOY aims to also recruit through the Ontario Mechanical League (OML).

SOY marketed the ASG program at numerous networking events across Ontario. These marketing events included 12 OEL chapter meetings, five SOY information sessions, two political gatherings, as well as trade shows, golf tournaments, and career fairs. SOY recruited eight employers through networking events.

#### *Individual Employer Meetings*

The program manager is the first contact person for prospective employers. At individual meetings with prospective employers, the program manager describes the value of the program, key benefits, what their participation in the research pilot would entail, and the roles and responsibilities of member employers. Employers who agree to participate are asked to sign a Memorandum of Understanding (MOU) with SOY.<sup>13</sup> After the MOU is signed and supporting documents are collected, SOY creates a profile for the employer in the database. Finally, the operations manager sends a welcome email to the employer with the web-links to the SOY database and intake survey from OCWI.

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<sup>13</sup> The MOU outlines SOY's obligations to apprentices and employers to support quality apprenticeship training, as well as SOY's commitments to running the program. It also outlines employers' obligations to provide safe, quality training for their apprentices and follow set pay structure regulations. If employers are interested but not ready to sign the MOU, SOY keeps their contact information and they are kept in the loop about the ASG program.



*Profile Matching and Follow-ups*

Profile matching involves connecting suitable apprentices with employers. Based on a thorough assessment of employer needs, the program manager identifies candidates who are waiting for job placements and whose professional and personal traits match the employer’s criteria. If the employer shows interest in the referred apprentice, an interview is arranged. Upon hiring, the process of profile matching is completed.<sup>14</sup>

Preliminary data from pilot implementation suggests room for improvement with profile matching. In this period, the profile matching process generated nineteen referrals, nine interviews, and five hires. Among these five hires, four apprentices have left or been laid off. Of these four apprentices, one finished a short placement with an employer member and then rotated to a different employer in the consortium. One apprentice was laid off and then hired by a contractor from outside the consortium. Two were laid off and are looking to find a new placement in the ASG program. The program continues to work with each apprentice to support their development and find suitable placements.

*Table 10: Status of Profile-Matching*

Status of Interview and Job Placement	Number of Apprentices
Number of apprentices referred to employers	19
Number of referred apprentices who had interviews with employers	9
Number of apprentices who got the job placements after interviews	5
Number of apprentices who left the placement (Short-Term Placements)	4

<sup>14</sup> After hiring is complete, SOY supports employers with a variety of resources. This support includes the digital log book, and follow-up monitoring to track the apprentice’ progress, and assistance with resolving any issues with the placement.

## 9. Local Implementation of the Program

At the start of program development, proponents organized Local Area Committees (LAC) in the Brantford, Durham, and Sudbury regions. Membership on the LACs includes representation from the following groups:

- Apprentices
- Associations interested in apprenticeship learning
- Colleges
- Industry partners
- Journeypersons
- Licensed Electrical Contractors
- OCoT
- SOY staff

The purpose of the committees is to support the apprentices and employers in their specific program regions, develop strategies to expand and improve the program, and find ways to enhance the apprenticeship experience for employers and apprentices. Local employers play an important role as champions of the program who offer feedback to SOY staff, help build local connections, and recruit new members. The committees helped create the MoU and are committed to enforce the MoU if necessary.

During program implementation, the program regions shifted somewhat, and this impacted the jurisdiction of the LACs. The program has yet to launch in Sudbury, although there is there still an interested group in this region with the intent to eventually launch a LAC in the future. In order to recruit enough employers upon initial program implementation, employers in the Greater Toronto West area and Peterborough were enrolled in SOY. However, these regions do not have their own LACs.

### 9.1 Local Area Committee Lessons Learned Summary Analysis

In November 2018, lessons learned focus groups were held separately with the Brantford and Durham region LACs. The goal of the Brantford and Durham LAC meetings was to assess what lessons can be learned thus far from the experience of implementing the Support Ontario Youth pilot program. In the following, we detail LAC perspectives on the main successes, challenges, and future directions for the ASG program.

#### *Challenges and Successes*

Durham and Brantford LACs both highlighted the need to refine the apprentice recruitment process. Recruiting apprentices to meet employer needs was highlighted as a significant challenge, not only in terms of ability but also personality and general attitude. This is especially important when hiring in small



companies where the apprentice will work with the same people every day. Furthermore, Brantford members emphasized the need to refine the Talent Sorter (TS) online assessment tool in order to properly screen apprentice candidates into the program. At the same time, the potential benefits of a refined apprentice recruitment process were clear to LAC members. Once refined to better meet employer needs, the ASG program should be able to alleviate much of the time burden associated with sorting through apprentice job applications.

The Brantford LAC highlighted the lack of clarity from MTCU regarding the group sponsorship application process, as well as MTCU's delay in accepting the hybrid model. MTCU's approval of the hybrid model of apprenticeship was listed as a key success.

With respect to the role of the LAC itself, Durham members expressed that the time commitment involved in volunteering as LAC members is costly, especially for members who are small business owners. Employer recruitment was also listed as a challenge. However, Durham members emphasized that the LAC is working well, headed in the right direction, and members are hopeful for the future of the program.

Durham LAC members emphasized the benefits offered to apprentices in the ASG program, such as the availability of a third-party mentor for apprentices. They also underlined SOY's capacity to help initiate apprentices – help inform apprentices of what is expected of them and help them come into the job with the right attitude and expectations.

With respect to designing the intricacies of rotation between employers in the consortium, employers underlined both risks and benefits. One of the risks of rotating apprentices between employers in the consortium is that customer-employee relations may be disrupted. Since the electrical industry is service oriented, long-term customers are used to recognizing company employees. If employees frequently change, it may be more difficult for long-term customers to develop a rapport and sense of trust with company employees. Another risk is that if a company shares an apprentice with another employer in the network for the purpose of learning a new skill that they are unable to offer; the other employer may want to keep the apprentice. This risk of poaching or losing an apprentice already exists in the traditional apprenticeship system but is perhaps more explicitly brought to the foreground by the structure of rotation in a shared apprenticeship system. Based on this feedback from LACs, the risks of rotation need to be both mitigated, to whatever extent possible, and communicated to employer members. Despite these two risks discussed at LAC meetings, members also noted the following benefits of rotating apprentices:

- Sharing employees is something that these employers already do when they need extra or specialized help, but access to the SOY pool of apprentices could be especially helpful for filling after-hours crews and for niche/specialty jobs; and



- Employers feel it could be beneficial for their apprentices to gain short-term experience at another company in order to get competencies signed off that are not covered by their own companies.

Rotating apprentices between employers in the consortium was seen as potentially beneficial for apprentice skills development and with respect to filling either shorter term or specialty labour needs of employers. Feedback from LACs highlights the need to further develop the ASG program to maximize these benefits while minimizing the risks of poaching and disrupted relations with long-term customers. On this note and touch on all aspects of the ASG program, LACs offered feedback on future directions for the program.

### *Future Directions*

LAC's offered several recommendations with respect to the growth of the ASG program to meet long-term objectives. In the following, we outline these recommendations by program area.

### **Screening**

- Screening interview: emphasize experience questions (e.g. what steps would you take to paint a door?) over math testing; and
- Include a job tasting period to allow employers to observe prospective candidates before hiring them as apprentices.

### **Assistance with the Employment Insurance Application**

- Produce a one-page FAQ document to help apprentices navigate the EI application process; for instance, a one-page sheet with apprentice tips on navigating EI on the one side and then outlining the standard process/steps on the other side.

### **Outreach**

- Produce a one-page FAQ for employers on the benefits of hiring an apprentice;
- Spread SOY by word-of-mouth (e.g. include in dinner conversations);
- Conduct apprentice outreach at career fairs, public events such as community fairs, public and high schools, and Scout Canada events; and
- Connect to immigrant communities for apprentice outreach.





## **Job Rotation Recommendations**

- SOY could survey employers to gather interests in sharing apprentices as well as company specialties and niche services offered; and
- SOY could monitor this list and help connect interested employers.

## **Future of SOY**

- SOY needs to find ways to engage the next generation of contractors and journeypersons; and
- Demonstrating SOY's success now will serve as a hook for other employers and journeypersons to join the program.



## 10. Apprentice Enrolment and Retention

During the implementation of the pilot (June 1, 2018 to January 14, 2019), a total of 39 participants enrolled in the ASG program. For the month of June 2018, when the program launched, only one participant enrolled. In July 2018, seven participants enrolled. August 2018 was a difficult month for apprentice recruitment, with only two participants enrolling. This was largely due to the regulatory challenges relating to the application of the updated sponsor policy, which are elaborated in section 6.5. Following MTCU's acceptance of a hybrid model and some momentum on the employer outreach front, recruitment picked up in September 2018 with six apprentices enrolling in the program. October 2018 was another slow month for recruitment, with only one apprentice enrolling. The winter months saw increased registrations, with 11 participants enrolling in November seven in December, and four in the first half of January.

### 10.1 Retention

Of the 39 apprentices who enrolled in the pilot since June 1, 37 apprentices are still active as of January 14, 2019. Thus, the program has a retention rate of 94% for the first six-and-a-half-month period of its existence. Given the lack of comparative administrative data for this limited six month timeframe in the traditional apprenticeship pathway, we are limited to hypothesizing that if this shared apprenticeship program were to maintain a retention rate of 94% for the full five-year duration of a typical 309A apprenticeship program it would compare favorably to the C of Q completion rate for 309A of 73% (i.e., for the 2009-2010 cohort). Clearly, it is necessary to track program retention and drop off points for a longer period and in comparison, to the traditional apprenticeship pathway before any conclusions are possible with respect to the long-term aims of the ASG program in increasing completion rates for 309A.

### 10.2 Apprentices Who Left the Program

Since the program's launch, two apprentice members have left the program. After two months in the SOY program, one apprentice's company was unionized by a union with their own program, and the apprentice became a member of the union. The other apprentice who left the program signed on with a non-ASG employer after two weeks of joining the program. For an apprentice to continue being supported by the program, their employer also must be a member, thus their RTA with SOY was cancelled with MTCU and it was up to the apprentice's new employer to register them.



## 11. Apprentice Background and Diversity

Participants are primarily men in their early to mid-20s, and they typically do not come from underrepresented groups. To offer additional detail on current participants, we analyzed age and gender trends, as well as information on underrepresented groups, family background in the trades, and prior education.

### 11.1 Age

Apprentice members are required to complete high school or the equivalent prior to enrollment into the program; most students in Canada complete high school around the age of 18. Of the 37 active apprentices, 34 reported their ages. Of these 34, the most populated age group is 20-24 (32.4%), followed by 25-29 (18.9%), and under 20 (16.2%). The chart below shows the number of apprentices in each age category broken down according to their apprenticeship level.

Individuals are choosing to begin apprenticeships at varying ages. All the apprentices under 20 years old are level 1 apprentices, which is perhaps not surprising. However, ASG apprentice candidates<sup>15</sup> and level 1 apprentices also appear in the older age groups. With respect to the program's aim of recruiting young people into the electrical trades, the high percentage of apprentices in the 20-24 age bracket is encouraging. In general, the breakdown of major age groups in the ASG program mirrors Ontario-wide age category trends for registered apprentices according to 2016 data from the Registered Apprenticeship Information System (RAIS). In 2016, the single largest contingent (i.e., 29.4%) of registered apprentices in Ontario were in the 20-24 age group, with the second largest contingent (28%) in the 25-29 group, and only 6% under 20 years of age.

### 11.2 Gender

A survey of the 37 apprentice members on the topic of gender identification reveals one female, 33 male, one preferred not to disclose, and two who did not provide a response. Another female is interested in joining the program but will only do so once a suitable job placement arises. The percentage breakdown of female and male apprentices in SOY is like what we find province wide for apprentices in Electrician - Construction and Maintenance (309A); according to OCoT data as of August 12, 2018, we find 2.8% female, and 97.2% male. Finding ways to recruit individuals from more diverse gender groups into the skilled trades remains one of the program's challenges, and proponents are continuing to develop strategies in this area.

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<sup>15</sup> Note that *candidate* here refers to an individual who has enrolled in the ASG program but has yet to start their first job placement.

### 11.3 Underrepresented Groups

Of the 37 active members surveyed, one identified as Indigenous, one Metis, six visible minority, one new Canadian, one person with disabilities, and one other. A total of 23 did not identify with any of the groups, and three did not provide a response.

It is encouraging to see that none of these apprentices from marginalized groups have dropped out of the program. In this limited sense and based on a short time frame, the program is on track to meet its short-term goal of retaining underrepresented groups in the program. This short-term objective will have to be re-evaluated alongside the regular monitoring of provincial and national program retention in 309A.

### 11.4 Family Background in the Trades

The 2018 Canadian Apprenticeship Forum report discusses influences on apprentices' decisions to start apprenticeships and notes that for the general population, "parents, siblings and spouses were the biggest influencers on an individual's decision to enter into the trades (28%), followed by other relatives or friends (21%) or an employer (16%)" (p. 17). When whether they had a family background in the trades, 14 apprentices answered "yes," 20 replied "no," and three did not reply. Of the 13 who do have family members in the trades, five have family members in electrical trades, four mechanical trades, and five in other trades.

### 11.5 Prior Education

Apprentices were surveyed as to the highest level of education they had achieved prior to starting with the program. Of the 37 active apprentices, 16 had their Ontario Secondary School Diploma (OSSD), nine had college diplomas, four had completed an apprenticeship/trade certification, three had completed some university, two had General Education Diplomas (GED), one had completed some college, and two did not provide an answer. The basic education requirement set by the ASG program is the OSSD or equivalent upon enrolment in the program. We can see that while secondary school is the highest level of education for the largest category of SOY apprentices, a number of have pursued other degrees before turning to a career in the trades. From the apprentice focus groups and interviews we learned that a number of apprentices had pursued college and university degrees but left because they preferred to be active and work with their hands. A few other apprentices noted that they changed their career path because they did not want to take their work home with them as is required in some other jobs.



## 12. Apprentice Experiences

Feedback was obtained on apprentice's experiences of the ASG program. In the following, we synthesize apprentice perspectives on program expectations, supports, onboarding as a registered apprentice, on-the-job training, and recommendations for program development.

### 12.1 Apprentice Onboarding Experience

Apprentices' experiences of onboarding into the program were very positive. They found it easy and felt supported by the SOY staff throughout the experience. For apprentices located in the GTA West area, this involved a trip to the SOY office and filling out some paperwork. As one of these apprentices stated, "It was pretty easy. To be honest I didn't really do a lot of it. My boss gave me forms to sign. So, I signed those forms and gave them back. I just had to drive down to the office. And Glenda was really helpful walking me through the process and got me signed up properly." For apprentices in other regions, program staff travelled to them and assisted with the paperwork during a scheduled meeting. During the focus group sessions, a few apprentices expressed appreciation for the fact that program staff saved them another trip to Toronto to complete their onboarding paperwork. One of these apprentices described it in the following way: "Glenda came and met me, you know at an agreeable time and place and it was easy. It was nice that they can come to you as opposed to me having to run up to Scarborough or Toronto in the middle of the day. Flexibility is good." It is worth noting that staff have been refining the apprentice onboarding process throughout program implementation, with the goal of making it as streamlined and efficient as possible. Thus, the enrollment process has not been the identical for all apprentices, but even so, apprentice feedback on the process was overwhelmingly positive.

Apprentices who had already begun their apprenticeships and then transferred into SOY, expressed how much easier it was to register through SOY than it was to deal with the MTCU and OCoT on their own. "Yeah, it was easy. I just had to go to the office. [The administrator] was really good. It's a lot easier than going to the ministry. This is a lot easier. It's really helpful. It's kind of like just having someone do it for you." Apprentices' primary frustrations with the MTCU include the fact that they had to deal with different people each time they called, their calls often were not returned, and that all communication involved long wait times. As an apprentice described, "When I have a question and I send it in to either Glenda and/or Huong, I get a response sometimes within a couple seconds. Whereas the ministry it'd be like ... either they don't reply at all, or they take their time and by the time I do get a response, like this has nothing to do with what I asked. Why even bother responding?"

The few apprentices who were completely new to apprenticeship also expressed appreciation for the ease with which they were enrolled into the program and registered as apprentices. As one apprentice stated, "I went into an interview and got accepted in and they were super helpful with me because I really knew

nothing about registering, getting set up, and they walked me through it. And yeah. Short and sweet." Some of these apprentices also noted how they appreciated the group interview. As one apprentice said, "It got my brain thinking in the interview. They had a piece of string and stick and it's like, 'find the halfway on the stick using just a string' and all that sort of stuff. So, it was kind of interesting. I never had an interview like that before, but I did like it... It wasn't just like a sit there and talk interview. It was like here figure this out. They want to see if you can figure stuff out right?"

## 12.2 Apprentice Program Support Experience

Apprentices listed several supports they thought would help them succeed in their apprenticeship. The most frequently listed supports were help with registration, funding support, access to job opportunities, and mentoring support. In terms of funding, apprentices listed things like the EI supplement, tools discounts, and access to funding support. Other supports listed include general administrative support, help planning their individual apprenticeship journey, support when preparing for the C of Q exam, and assistance with training certificates (e.g. safety). In this section of the survey, two apprentices chose to reflect on their experience of program support thus far. "So far they are offering me anything I thought I needed and more. Administration work has been less cumbersome thanks to them. I have had a meet and greet which was unexpected but great." "SOY has been nothing but helpful. so far in my quest for an apprenticeship. I really can't think of anything else I would expect from this program. They offer me a great mentor and all the support staff an apprentice can ask for. I appreciate SOY very much."

### *Advocacy*

SOY has begun providing advocacy support to their apprentices. For example, one apprentice had worked for a year and a half in the electrical trade without being registered as an apprentice, which meant that all those hours had gone uncredited. Once in the program, ASG staff advocated on behalf of this apprentice, producing documentation of this apprentice's work record to the MTCU, and succeeded in getting those hours credited. As the apprentice explained, "It's great to have that support. If I didn't have SOY, I wouldn't have gotten all my hours [accounted for]. Yeah, so that's like a year-and-a-half experience of electrical apprenticeship."

### *Mentorship*

Given the time span of the pilot, several apprentices had not yet had contact with the electrical trade mentor, but those who had found the experience positive, supportive, and informative. Generally, apprentices expressed how they were happy to have a knowledgeable person to turn to with questions. One apprentice related how the mentor was very helpful in reviewing skills development, "because there's a zillion things you're supposed to have done at least once." Another apprentice expressed how it was good to have the



mentor check in while the apprentice was in block classroom training. Preparation for the in-class portion of their learning and support throughout school is an aspect of the mentorship support that several apprentices reported they were glad to have available to them even though they had not yet entered this part of their apprenticeship. Another apprentice, who was still waiting for their first job placement, reported how the mentor checked in regularly. This apprentice also reached out to the mentor: "I actually emailed him asking if he wanted to go over some theory just to keep my brain fresh because it's been a while since out of school. And he said, a hundred percent, just shoot me any questions you want. So awesome guy."

The program also has provided mentorship and support to a couple of newcomers who have previous experience and training in countries other than Canada. For example, one journeyperson candidate who challenged the C of Q exam and failed, has received mentoring support and guidance through the program to assist with preparing to re-write the exam. Another member who completed a four-year electrical apprenticeship in another country, is receiving mentoring support via SOY to help assess their current apprenticeship level and map out their apprenticeship journey in Canada.

### *Program Perception*

When asked if they would recommend the ASG to others, apprentices responded that "yes" they would recommend the program to individuals interested in getting into the trade. The program makes administrative tasks like getting registered much easier and provides excellent support navigating the apprenticeship journey. Some apprentices also noted that while they would be hesitant to recommend anyone directly to an employer since that could put the apprentice's own relationship in jeopardy, they would feel good about recommending people to get started with the ASG program.

## 12.3 Apprentice On-the-job Training Experience

Some apprentices who had prior on-the-job experience felt they had been used as cheap labour, where they were required to perform the same repetitive task every day. However, all the apprentices expressed satisfaction with the quality of training they were receiving from their current employers. They felt their journeypersons explained new skills clearly and felt comfortable asking questions - though they understood the difference between asking the right questions and asking too many questions. Many apprentices noted that their journeypersons did show interest in their future careers and would give them tips for the future. But apprentices also noted that attitudes among journeypersons varied when it came to training apprentices; some were much more invested than others and it was up to apprentices to familiarize themselves with and adapt to these different attitudes. Of course, some apprentices in the program had yet to start their first job placement. These apprentices were eager to start working but faced the challenge of coming into the trade with little to no experience. In these cases, the ASG team would periodically touch base to keep their spirits

up and suggest ways to stay current by networking with employers and practicing using hand and power tools.

## 12.4 Apprentices Perceptions of Job Rotations

We assessed apprentice expectations about job rotations to inform the development of this part of the ASG program. However, none of the apprentices had experienced ASG administered job rotations by the end of the pilot period. The prospect of rotating to or working with other employers in the consortium was discussed with apprentices during consultations. Generally, apprentices stated that they were happy with their current employers but would be open to the possibility if their work situation changed. This response typifies that general sentiment: "I'm happy where I'm at. But [...] maybe I would give it a try with somebody else at some point down the road. Maybe if I was looking to get like more commercial experience or just something different. You know in any workplace it kind of turns into a lot of the same after a while. So, it's something I might utilize, like going to somebody else for a little more well-rounded apprenticeship."

A few of the apprentices were uncomfortable with the prospect of working with other employers. These apprentices expressed that they were happy with their current employers and felt that they could complete all their required on-the-job training with their current employers. A certain fear of the unknown played a role in apprentices' discomfort with the idea of moving to different employers since this involves getting to know the expectations and work habits of journeypersons and other employees all over again. Apprentices also noted that journeypersons could be hard on apprentices at the start while journeypersons assessed whether the apprentices could last at the company.

Generally, we gathered that though apprentices saw the value of working with different employers to gain a wider range of skill sets, they were more motivated to stay put once they found employment at a good company where they felt comfortable. As one apprentice stated, "I would like to work with one company and finish my hours, but it doesn't always work like that. I guess I like to be in one place and build relationships, and you know people. And it makes it easier, but sometimes it doesn't work that way."

All apprentice participants from the GTA West region were transferred into the program by their employers. All these apprentices came into the program with prior job training experience, and some had also experienced layoff periods. These apprentices had limited awareness of the possibility of rotating to different employers in the consortium, but they did express an awareness that employers often view them as expendable labour. These apprentices were interested in SOY helping them navigate the EI system during employment layoff periods. The possibility of moving to a different employer during dry work periods with their current employers was an aspect of the program that they had yet to fully understand and consider. However, as the conversation moved on, they began to view this as a valuable asset of the program.





We can also note that one apprentice had moved from one employer to another employer in the ASG consortium during the pilot period. However, this happened independently of program staff. This apprentice expressed confidence that SOY would have been helpful in this change, but the owner of the next company needed someone and contacted the apprentice directly.

## 12.5 Apprentice Recommendations

Apprentices offered recommendations to inform the ongoing development of the ASG program:

- Provide training videos on the SOY website. It could be helpful if training videos were available through the website where the mentor would state the location of the skill in the code book and then give a step-by-step demonstration. Though it is possible to look these things up online right now, it is not possible to know if the demonstrations are truly up to code;
- Offer incentives to employers to take on entry-level apprentices;
- Hold a job-fair day where potential employers and apprentices could meet;
- Include more information on the website on how the apprenticeship system works;
- Help apprentices become more aware of what SOY can do for them i.e. further develop orientation materials and events; and
- Hold regular Q&A sessions with the mentor, journeypersons, or experienced apprentices so that SOY apprentices can ask skills or lifestyle related questions.

## 13. Employer Profiles and Recruitment

Fifty-four employers enrolled in the program during the implementation period. After two employers left the program, fifty-two employers were still registered at the end of implementation.<sup>16</sup> The majority of employers in the consortium had prior experience with apprenticeship training. These employers were largely motivated by the promise of accessing a pool of quality apprentices and by the administrative support offered by the program. In the following, we detail the profile of these employers in relation to size, location, prior experience with training, motivation for participating, and overall expectations of the ASG program.

### 13.1 Motivational factors

The top five reasons employers cited for their participation in the ASG program:

- Gaining *easy access* to a pool of apprentices;
- Obtaining administrative support for pre-screening candidates and apprentice registrations with MTCU and OCoT;
- Accessing *quality apprentices* with the right skills, competencies, and motivation;
- Having the opportunity to hire apprentices on a temporary basis from the pool, especially when their own apprentices go for in-class training; and
- Participating in industry volunteerism by supporting OEL.

Three employers specifically said they like the concept of the program and that they want to support SOY in implementing this pilot. One employer stated, "I'm convinced it's a great way to go with apprenticeships across the board. And with the amount of work I do, I may not be able to take on an apprentice for the entire period or provide all the experiences they will need to work in the industry."

Employers were motivated by the prospect of finding quality apprentices. Quality was defined as skilled, pre-screened, qualified, decent, motivated, and trade-ready candidates.

Two employers cited restrictive ratios as one of the reasons for their participation in the ASG program. These employers may have seen the program as a way to circumvent challenges associated with hiring apprentices under existing ratio restrictions. As previously discussed, ratios were a barrier for smaller contractors looking to hire apprentices in 309A prior to the passing of Bill 47; presumably, with the move to 1:1 ratios in this trade, these two employers would have to identify different reasons for participating.

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<sup>16</sup> Two employers dropped out during the implementation period, between June 1, 2018 and January 14 2019. One member left in November 2018 because his company was unionized. The other left in January 2019 because he was not using the benefits of the program.



## 13.2 New and Experienced Employer Members

SOY aimed to target both experienced and new employers in its ASG program. The term *new employer* includes two categories: i) employers who do not currently train any apprentices; ii) employers who have not trained an apprentice in the last five years. Looking at both categories together, the ASG team was successful in convincing 15 new employers to join the ASG program.

Table 11: All Employers by Experience in Apprenticeship

New/Experienced	# of Employers
New to Apprenticeship (or have not trained an apprentice in the last five years)	15
Experienced in Apprenticeship	37
<b>Total</b>	<b>52</b>

The majority of SOY members consist of experienced employers who had hired apprentice(s) within the last five years. The majority of these employers reported either good or excellent experiences with the past experiences of apprenticeship training.

In their experience prior to joining the program, employers have found the process of filling apprentice vacancies challenging. More than 65% reported the experience of hiring an apprentice either somewhat challenging, challenging, or extremely challenging. The ASG program offers a solution by recruiting a pool of qualified candidates and matching these candidates with suitable employers in the consortium. This solution is available to all open-shop employers who are members of a provincial association like the OEL.

## 13.3 Location and Size of Company

Of 52 active employers, 75% are from the main pilot locations: Durham, Peterborough, Brantford, GTA West, and Sudbury. The remaining 25% of employers are from 14 other cities and towns in Ontario, including: Brampton, Ennismore, Georgetown, Ingersoll, Kitchener, Ottawa, Oshawa, Petawawa, St. Catharines Richmond Hill, Wallaceburg, Wellesley, and Windsor.



Table 12: All Active Employers by Pilot Location

Pilot Location	# of Employers
Brantford	14
Durham	12
GTA West	9
Peterborough	2
Sudbury	1
Other places across Ontario	14
<b>Total</b>	<b>52</b>

Most of the employers do business in a single trade (i.e., 309A). Only four multiple trade employers participated in the program. The majority of the 52 employers are small contractors: half of them have a maximum five employees in their companies. Among all ASG employers, only one has 25 employees, and another has 40 employees.



Table 13 All Active Employers by Size of Company

Size of Employer's Company	Number of Companies
1-5	29
6-10	7
11-15	5
16-20	9
21-25	1
25-40	1
<b>Total</b>	<b>52</b>

## 14. Employer Experiences

This section presents feedback from employers on the ASG program and overall experience with training. This feedback is grouped into six themes: i) ASG support is needed and acknowledged; ii) apprentice placement duration; iii) pre-screening is the key to program success; iv) favourable and critical views on job rotation; v) feedback on the ASG onboarding experience; vi) views on program administrative support; vii) program recommendations.

### 14.1 SOY support is needed and acknowledged

Employers saw a clear need for the ASG program. At all three locations, employers shared their frustrations with the search for good candidates to fill apprentice vacancies. In this regard, they understood the importance of ASG's role in facilitating recruitment and registration of apprentices. They hoped that an ASG membership would provide *easy access* to a pool of qualified apprentices.

Employers expressed an interest in the administrative support offered by the ASG program. Employers at each location complained about the amount of paperwork that they must complete to sponsor an apprentice. Without the support of the program, these small business owners deal with the administration of apprenticeship paperwork with MTCU, OCoT, and other governing bodies. In addition, these small contractors are used to being on their own in resolving any issues that occur with an apprentice. SOY, as a group sponsor, is taking responsibility for all the paperwork on behalf of these employers. In theory, this support should reduce the administrative burden that small employers feel when hiring an apprentice.

### 14.2 Apprentice Placement Duration

We obtained feedback from employers on the ideal length of an apprentice placement at their company. Our survey findings reveal that employers are willing to hire an apprentice for more than 12 months when they find an ideal match for their company. However, some employers also expressed interest in hiring ASG apprentices for less than 12 months.

A small percentage of employers reported they expected to hire an apprentice for 1-3 months (13%) or 7-12 months (7%). Employers expressed an interest in accessing a pool of candidates on a shorter-term basis of six, eight, or 10 weeks. Employers were interested in using the program's apprentices in response to unexpected circumstances such as losing an apprentice due to work-related injuries. In addition, many employers expressed interest in hiring an ASG apprentice while one of their current apprentices was away for in-class learning.



### 14.3 Pre-screening and profile-matching is the key

Most employers expected the ASG program to provide access to a pool of quality apprentices. As one employer in Brantford stated:

“I don't need any more resumes, but what we need is much better quality than what we're getting, right? I'm not so sure that us or SOY can do anything about that. I think it's a sign of the times because we're having greater and greater frustration with trying to find good young people with integrity, energy, honesty and a really keen passion for this vocation.”

Employers hoped the pre-screening process would address this challenge of finding quality apprentices. Typically, employers were frustrated with the hiring process and had a difficult time finding suitable candidates. With the ASG's support, they hoped to solve these recruitment difficulties.

Employers gave in-depth feedback on the characteristics of a quality apprentice. Employers described a quality apprentice candidate as someone who comes through the screening process with positive traits in four areas: personal traits, technical aptitude, professional attitude, and occupation-specific qualities that are unique to the electrical trades. Employers described these characteristics in great depth, as illustrated in table 13. These characteristics were not discussed in any specific order or in terms of which are more important than others. However, almost every employer participant emphasized possessing at least basic technical skills if applying for an apprenticeship in 309A.

Employer expectations with respect to quality apprentices will need to be considered throughout the pre-screening and profile matching process. Balancing these employer expectations for quality apprentices with other recruitment criteria (e.g., engaging younger, underrepresented candidates) will likely require nuanced adjustments in profile matching as well as organizational learning as the program expands. The program is already starting to make these kinds of adjustments. For example, SOY offers the flexibility for the employer to screen and/or interview a potential candidate before hiring them.

In addition, these findings are helpful for preparing SOY apprentices for the electrical trades and provide material that can be utilized in managing the expectations of aspiring electricians.



Table 14: Tips for Pre-screening Phase

Theme	Theme Description	"Direct Quotation"
<b>Personal Traits</b>	Employers emphasized recruiting apprentices with integrity, honesty, non-violent behaviour, and sense of responsibility and independence.	- "trying to find good young people with integrity, energy, honesty, and a really keen passion for this vocation"
<b>Technical Aptitude and Trade Specific Skills</b>	Apprentices should have an aptitude towards technical and mechanical work. They said they will consider those candidates who have some know-how about basic tools, who have fixed their own cars, tractor, or bicycles, who know how to start a generator or cut the grass, and who have good hand-eye coordination.	- "did you fix cars when you were young, or your own bicycle? Did you fix anything at home? Did you have a meccano set? . . . or did you play with Lego that you just put together?" - "It sounds like a funny thing, but did your dad teach you how to cut the grass, right? Do you know [how to use] an extension cord?"
<b>Professional Attitudes</b>	Employers seek qualities of professionalism in apprenticeship such as punctuality, regular attendance, confidence, manners, essential skills, common sense, work ethics, passion for learning, energy, and active listening skills.	- "Sure, we're not perfect. No, we don't expect them to be perfect either. But the ability to speak up for themselves is huge too . . ." - "I can turn anyone into an electrician, but you can't teach common sense and work ethics."
<b>Occupation Specific Qualities</b>	Employers want apprentices who are suitable for the vocation. They like those apprentices who speak up when necessary, who listen to the mentor, follows instructions, and shows obedience.	- "Apprentices that are asking questions and not showing up generating all kinds of headaches, I don't need these people. So, I really struggle with apprentices. We've been struggling for at least seven years possibly."
<b>Preference for face-to-face impressions rather than online tests</b>	Employers prefer to judge a candidate in a face-to-face setting rather than on email or via online tests.	- "I won't accept anything that is emailed or faxed. You have to be physically present in my office, and first impression." - "they've got two minutes to make the first impression in the next five minutes to confirm it."





## 14.4 Views on Job Rotation in the ASG Program

Employers offered mixed feedback on the idea of rotating apprentices between employers in the consortium. As one might expect, employers expressed a tension between their self-interests as small and medium sized contractors and a sense of commitment to the collective benefit of the electrical industry. In some cases, employers saw the benefit of shared apprenticeship for apprentices' skills development but not for themselves, since it could mean losing a quality worker when they move to another company. In contrast, other employers expressed that apprentices already rotate between companies in the traditional apprenticeship pathway, so the risk of poaching was not seen as a significant challenge. Many of these employers also shared the view that the program would offer long term benefits, like producing quality journeypersons with a more diverse skill sets for the electrical industry in Ontario. Employers from the Durham region were in favour of this idea because it would potentially allow apprentices to complete their five-year training with more comprehensive skill sets. One Durham contractor stated:

"I don't have a problem with that. I mean, if he's a young apprentice, he physically comes into your company for whatever length of time that you need them. If he is lucky, it could be five years, if not, it's six months, right? So you kind of expect them to go out and get their hours. And that's what the SOY program was set up for, so that is always done as quickly as possible."

In the GTA, employers expressed some hesitation but were open to the idea of sharing apprentices. They wanted more information on how it would work and its potential impact on their enterprises. However, they understood the significance of this idea for the improvement of their trade. One employer said:

"Step back away and stop being selfish about yourself and look at the betterment of the industry. If you truly have an environment that they're happy working in, they will come back, right? Okay. Thanks. I teach my apprentice that, as I say, you're called a journeyman because you must journey, so get out of here and go learn something."

Brantford area employers realized the importance of sharing apprentices with the aim of producing well-rounded electricians. Most of these employers are doing business in either residential or industrial construction and have training experience. They expressed a tension between their own interests as contractors, with respect to training and retaining workers with knowledge of their business speciality, and the skills development needs of apprentices:

"It's going to be great for apprentices because it's going to open them up to experiences that they would never have had if they were working for just one contractor in their niche, but I'm not seeing or feeling that it's going to be as beneficial for the contractors."

For Brantford employers, the benefit to apprentices was obvious but the benefit to contractors was less clear. That said, some employers reported that they already informally exchange apprentices with fellow contractors. However, there is a key difference between rotation in the ASG program and this informal sharing of apprentices: apprentice skills development and employer needs could be more explicitly taken into consideration in the design of rotation in the ASG program, whereas informal sharing between contractors is on an ad hoc basis and may not involve consideration of apprentice skills development needs.

Employers did not have a clear understanding of exactly how the sharing of apprentices would work in the ASG program. They expressed concerns about Tax Credits, government funding, and return on their investments in training. It is essential for the ASG program to communicate the concept of rotation, its application, and its consequences very clearly and in detail to all employers.

## 14.5 SOY Onboarding Experience

Employers gave mixed feedback about their onboarding experience in ASG program. Some employers found the entry in the ASG program smooth; however, others reported a lot of surprises in the beginning. To some, there were many unknowns when they came into the program. They said that they were not expecting a lot of things that they are doing now for SOY. One employer said they might leave if they keep receiving surprise requests for information from SOY. Some employers in Durham complained about the amount of email communication and paperwork related requests from SOY.

## 14.6 Views on SOY Administrative Support

Employers viewed the administrative support favorably but identified a need to further streamline both email communications and paperwork.

Employers in Durham and GTA West expressed satisfaction with the administrative support they have received from SOY in transferring the registration of their apprentices and troubleshooting. One employer in Durham said:

"They're looking after the promise. I don't have to deal with [paperwork] as before, that's good."



However, some employers were critical when asked about the SOY's administrative support. For employers who have been administering apprenticeship training for many years, the value of SOY's administrative support may be less clear. From this perspective, one employer stated:

“It's not a problem at all. Okay just doesn't do it. I don't know why this is even something that you think you're going to help us with... Why is it that you think you need to get involved and muddy it even more? When why, what are the issues?”

For employers who are used to doing apprenticeship paperwork and training within the traditional pathway and don't experience it as a challenge, staff will have to find other ways to pitch the value of participation in the ASG program. There is no doubt that most employers recognize many problems with the existing system, but there are also employers who take ownership of this system and for whom it has been working relatively well. So, the ASG program must be careful in communicating the value of administrative support to employers.

Employers appreciated the administrative support but expressed a need to streamline both email communications and the volume of paperwork at the onboarding stage. Although much of this paperwork is concentrated at the onboarding stage and relates to the pilot stage of the program, it would be pertinent to examine ways of further streamlining both email communications and paperwork for new employers. Alternative ways of collecting profile information might be considered, such as collecting information over the phone instead of asking employers to do work online or fill out hard copies wherever possible.

## 14.7 Overall Impression of ASG program and Recommendations

Employers stated a general commitment to SOY despite the implementation challenges. They understood that finding a perfect match for their company is not easy, especially in the early stages of the program, but were hopeful that SOY would eventually be able to help them recruit quality apprentices.

Employers saw ASG program as a support system to reduce their workload and recruitment costs. Being members of the program gave them a sense of relief because they know that someone is working on their behalf.

Employers showed strong support for the ASG program. Reflecting on their own experience of learning the trades and hiring apprentices, they provided some useful advice to the SOY team:

- Including more upper-year apprentices in the pool of apprentices;
- Arranging more training for apprentices;
- Increasing the promotion of the program and building a credible reputation in the system;



- Retaining apprentices in the program even if they fail to secure job placements;
- Escalating the expansion of the program; and
- Connecting with other training delivery agents.



## 15 Discussion

There is clearly a need for a third-party SAM to meet the needs of both electrical contractors and 309A apprentices. From an employer's perspective, the availability of electricians in central Ontario to meet construction sector demands is expected to tighten in the coming years (BuildForce 2018). We also observe low numbers and a continuous decline in the distribution of certificates to apprentices in 309A. Furthermore, stakeholder consultations with electrical contractors throughout the development and implementation of this pilot underline the need for easier access to 309A apprentices and journeypersons. In this context, there is clearly a need for a program like ASG to recruit and place well qualified 309A apprentices among small contractors within the construction sector. The contractors who participated in the pilot described their primary motivation as access to a pool of apprentices, followed by administrative support, and the ability to access qualified candidates during times that may require them to have more staff on hand. In this sense, the basis of employer need for the ASG program is grounded not only in labour market shortages but also in the challenge of navigating the complexities of Ontario's apprenticeship system. Small contractors see the primary value of this program in accessing a pool of *quality apprentices*, which is variously described in relation to personality traits, technical aptitude, professional attitude, occupation specific qualities, and first impressions. Although by no means a uniform, or clearly defined set of qualities, employer perceptions of a quality 309A apprentices underline a desire for aspiring electricians with strong integrity and some inclination toward hands-on skills. Access to a pool of apprentices who have already been pre-screened to meet these kinds of qualities is a primary motivation for participation. To a lesser but still significant extent, employers are motivated by the promise of help in navigating apprenticeship administration; for many employers, the paperwork involved in sponsoring an apprentice is prohibitive so having a group sponsor take it over is very appealing. That said, and to some extent this finding reflects the implementation challenges addressed in this report, employers expressed that there is a need to streamline email communications and paperwork at the onboarding stage.

For aspiring electricians, the need for the ASG program is grounded not only in demographic and labour market trends but also in the current difficulties with navigating the apprenticeship pathway. Responding to these apprentice and employer needs, the ASG pilot aimed to shepherd diverse apprentices through their program of training and support SME's needs. Stakeholders see the need for this program and are motivated to participate. At the same time, it is clear from our findings and lessons learned conversations that the program has a lot of room to grow if it is going to meet its long-term goals of increasing completion rates and diversity in the targeted trades while continuing to offer comprehensive administrative support for employers. Areas for growth identified in this report include apprentice recruitment, employer recruitment, pre-screening and profile matching, and diversity outreach.

The apprentice recruitment process will have to be refined and expanded to meet employer demands. Employer feedback suggests that members are motivated to participate in the program because of the

potential to access a pool of qualified 309A apprentices. Based on focus group conversations with employers, employers see the benefit of ASG pre-screening quality candidates. To meet this need, the ASG program developed and refined a comprehensive pre-screening process. However, due to employer expectations, apprentice locations, and originally bringing entry level candidates into the pool, the results have been inconsistent. Of the 19 apprentice referrals to employers, only five apprentices have been placed with employer members after going through this screening process, and four apprentices were laid off and the other two were not given consistent work. The two apprentices that were laid off have found work with other employers, one within the program and one who is not part of the SOY program.

Given the need expressed by employers for qualified candidates, there is clearly room to both increase the number of referrals and to improve the quality of profile matching between apprentices and employer members. In part, the low number of referrals simply reflects the slow apprentice recruitment process; with multiple delays and few apprentices recruited into the program during the pilot period due to initial ratio restrictions, there was a small pool to choose from when sending along referrals to employer members. With respect to profile matching challenges, the very small sample of apprenticeship placements within the program makes it difficult to observe trends; however, ongoing performance monitoring will be necessary to see what kind of shepherding is necessary to successfully match unique apprentice levels and skill sets with specific employer needs. This art of shepherding will likely evolve in response to the ongoing feedback loop from both apprentices and employers, which the program database should help to monitor.

The employer recruitment process clearly needs refining to better match the objective of supporting young, electrician candidates and first year apprentices in 309A. At present, too many employers in the SOY consortium are in the ICI industry, where the characteristic need of employers is for upper-year apprentices. This industry composition makes it hard to successfully place a first year 309A apprentice, who may find it difficult to gain entry level skills in this industry. To support entry level apprentices, employer recruitment would have to concentrate on the residential construction sector, which typically offers more opportunity for apprentices to gain basic skills.

With the aim of increasing the proportion of underrepresented groups participating in the ASG program relative the traditional apprenticeship pathway, SOY staff and Solstice Public Relations reached out to stakeholders across Ontario. This diversity outreach included attendance at large events, such as the Supporting Indigenous Youth in the Skilled Trades Conference, as well as targeted meetings with key stakeholders in SOY pilot locations. With respect to increasing applications from diverse groups into the ASG program, it is too early to tell whether these initiatives will bear fruit. However, it is encouraging to see that the underrepresented groups who are participating in the ASG program have participated throughout the pilot, with zero dropouts.



It is too early to observe whether the ASG program can reduce dropout rates in 309A relative to the traditional apprenticeship pathway. Looking across Ontario in the traditional pathway, the actual completion rate for 309A has improved in recent years; from 65% C of Q completion rate for the 2000-2001 cohort to 73% C of Q completion rate for the 2009-2010 cohort. Looking ahead, one could observe the C of Q completion rate for 309A apprentices registering in the ASG program in 2019-2020 relative to apprentices registering for 309A in the traditional pathway in the same fiscal year. Since we don't have this data, we are limited to observing that only two apprentices dropped out of the program during the first six months of implementation; in other words, the program retention rate was 94%. As discussed, this program would need to be evaluated later to observe retention and completion trends.

The design of the ASG program aims to address existing drop-off points in the apprenticeship pathway. For instance, by offering an EI top up for apprentices in financial need, the program aims to reduce dropouts when apprentices go back to school. At this point in the program, we are unable to observe whether this EI top up is effective; ongoing performance monitoring will be necessary to track the success of this initiative in meeting apprentice needs at this point in the pathway.

One of the other drop-off points that may be mitigated by the ASG program is finding a sponsor, as well as finding a new employer when work dries up. By matching apprentices with employer members and rotating them in the consortium, the ASG model should, in theory, be able to mitigate these drop-off points. Based on stakeholder feedback, both apprentices and employers see benefits to *job rotation* but also identify some risks. Informally, employer members may already share employees when they need extra help for a short period of time. However, by organizing this practice to better meet both apprentice and employer needs, the ASG program could be further developed to better mitigate risks (e.g., poaching) and maximize benefits for all stakeholders. Several recommendations came from stakeholders to refine the job rotation aspect of the ASG program, which we elaborated in section 14.

The ASG program continues to adjust in response to feedback from local area committees. This feedback is essential to the adaptation of the program to meet local labour market needs. In Durham, the number of reported registrations has experienced a modest increase in recent years (2015-2018) with a 12.5% growth rate. However, the distribution of certificates for 309A declined between 2016 and 2018 with a negative growth rate of -24.8%. In this context, Durham committee members saw a great deal of benefit in the supports offered to apprentices; for instance, they appreciated the support offered by the program in helping apprentices understand expectations and bring the right attitude. They also expressed the need to refine and expand the recruitment process to better meet local employer needs for candidates with hands-on experience.

In Brantford, there are very few reported registrations in 309A for the 2015-2018 period. Here, employers were having a very difficult time finding qualified candidates and local area committee members saw a need



to develop and expand apprentice recruitment efforts. With so few 309A apprentices entering the trade in this region, there may be a need to devote more resources to outreach and awareness raising about this program option with targeted populations, including local OYAP and college students.

In Sudbury, we observe a total of 69 registrations in 309A between 2015 and 2018. Furthermore, very few apprentices are completing their training in this region, which has a negative growth rate of -74% in the distribution of C of Q certificates to 309A apprentices. In the face of these system wide challenges, interested stakeholders in Sudbury have been working to strategically decide on a path forward for the ASG to meet local needs.

In dialogue with feedback from local area committees, the ASG program is adapting to local employment and training needs. As it expands to address other electrical, mechanical, and motive power trades in the coming year(s), these LACs will play a crucial role in guiding the program so that it meets local skilled labour market needs.





## 16. Recommendations

We developed recommendations for the improvement of the ASG program. These recommendations pertain to recruitment and orientation, pre-screening, profile matching, administrative and training support.

### 16.1 Recruitment and Orientation

- Target the new residential construction sector in the next phase of employer recruitment. The residential construction sector is better suited to training first and second year apprentices in 309A. By recruiting more SMEs in the residential construction sector, the ASG program will be better prepared to offer training opportunities to apprentices in first and second year.
- Recruit and support employer champions to sit on local area committees and assist with program expansion to new trades and regions of Ontario. Employer members of local area committees played an important role in guiding the development and implementation of the program to meet local employment and training needs. Given the significance of these employer champions, effort should be directed towards recruiting additional champions to shape the ASG program as it expands to other regions and trades. Their input and engagement will help further refine the ASG program so that it meets immediate and long-term objectives.
- Work with allied organizations and individuals to tackle the stigma of the trades. Given the objectives of engaging more young people in the trades and encouraging diversity in the trades, SOY should work with allied youth and diversity organizations in the employment and training sector to improve the image of targeted trades among young people from diverse backgrounds. This will involve ongoing diversity outreach with school boards, professional associations, and communities connected to underrepresented groups, such as (but not limited to) female, Indigenous, and newcomer apprentices.
- Develop in-person and online orientation materials so that new employers and apprentices have a stronger understanding of what is involved in participating in the ASG program. Based on feedback from employers and apprentices, stakeholders do not have a strong enough understanding of many key program components such as the availability of a third-party mentor and how job rotation works. A combination of in-person orientation sessions and video introductions could be developed to better introduce members to the benefits of the program, what could be asked of them, and participation options.

## 16.2 Pre-screening

- Use employer feedback on quality apprentices to refine the pre-screening process. During the pilot period, the pre-screening process evolved to adapt to employer feedback in a few areas. In the post-pilot period, the program should respond to the qualitative employer feedback contained in this report. Employer participants in this pilot identified desirable apprentice traits in four areas: personal traits, technical aptitude, professional attitude, and occupation-specific qualities that are associated with the community of electrical trade professionals. This feedback should be taken into consideration in the ongoing development of the pre-screening process.

## 16.3 Profile Matching

- Design web and mobile technology solutions to streamline the profile matching process. The art of matching apprentices to employers could be streamlined by developing an ASG mobile application that allows apprentices and employers to participate more actively in the profile matching process. Based on LAC recommendations, this mobile application and/or website would contain employer and apprentice profiles with pertinent information for profile matching. Although the SOY website and database does allow for profile tracking, it is not currently set up to encourage more active stakeholder participation in the profile matching process. Depending on stakeholder feedback and operational considerations, a program website and related mobile application could be developed to improve this process. For instance, employer members could log in to the portal and see if any apprentices meet their short- or longer-term labour needs for specific projects, and then follow up with a request to the program manager. Apprentices could view employer profiles to plan the next stages of their skills development by seeing if any of the employer profiles include specialties that they haven't gained experience in yet. They could use this information in conversations with the SOY mentor and program manager. By providing an online platform for apprentices and employers to access pertinent information on the training network, connect with one another and with SOY staff, the process of profile matching could be set up in a participatory and effective manner.
- Program networking opportunities for member apprentices and employers to meet face-to-face. Face-to-face networking events such as orientation sessions, trade-specific workshops, career fairs, and other events could support both recruitment and profile matching. Programming these events may help apprentices overcome fears of moving to new employers and help build trust between employers in the consortium.



## 16.4 Administrative Support

- Streamline email communications and paperwork involved in onboarding employers into the ASG program. One of the purposes of the ASG program is to reduce the administrative burden for employers, yet participants felt that they were dealing with too many requests for information and related paperwork. In part, the perceived volume of requests for information and paperwork associated with the ASG program relate to the pilot stage and the changes in administering group sponsorship discussed in section 6 of this report. That said, given the objective of reducing administrative burdens for employers, measures should be taken to further streamline both information requests and related paperwork.

## 16.5 Training Support

- Develop instructional videos for the SOY website and mobile application. In the context of plans to digitize the logbook for 309A, apprentices suggested that training videos would be useful. Apprentices were interested in accessing training videos through the website or mobile application where the mentor would state the location of the skill in the code book and then give a step-by-step demonstration. Though it is possible to look these things up online right now, it is not possible to know if the demonstrations are up to code in Ontario.
- Develop tailored supports and training referrals for applicants whose ability to start an apprenticeship is stymied. For those applicants who have issues to address before SOY can start promoting them to employers as job ready, the ASG program should develop tailored referrals to appropriate programs and support applicants in getting everything together to become a job ready apprentice. Developed during the implementation process, this shepherding of potential apprentices to appropriate supports will be crucial to the post-pilot expansion.
- Manage apprentice skill development during industry down times. Given the seasonal nature of the construction industry, SOY should develop strategies to manage apprentice learning during down times when they are less likely to be employed. SOY could take these down times into account when working with apprentices on their training plan and goals; for example, apprentices in a construction sector trade may be encouraged to attend in-class training during winter months. For apprentices who are waiting for their next opportunity due to such a down time, professional development opportunities and networking events could be programmed.
- Integrate a consideration of probation periods in the apprentice management and mentorship strategy. Many employers, after hiring an apprentice, put them on probation for a few months. To reduce the risk of an ASG apprentice being laid off during the probationary period, appropriate



check-in meetings and communications should be arranged by the program mentor during this time period. To plan for the event that a participant is laid off, and therefore more likely to drop out, program management should plan for contingency training options for all apprentices who are still on probation with an employer.

- Manage apprentice expectations about on-the-job training. Utilizing industry knowledge, employer feedback about quality apprentices, and a thorough understanding of individual participants, program staff should work to manage apprentice expectations about the culture of work in the electrical industry. These expectations will need to be managed throughout the training journey, from orientation onwards.



## 17. Conclusion

The ASG program responds to the need for a third-party to help both apprentices and employers navigate Ontario's apprenticeship pathway. With tightening labour markets in the construction sector in Ontario due in part to Ontario's aging population, there is clearly a need to mitigate current drop-off points in the apprenticeship pathway; from finding a sponsor to navigating the financial pressures of returning to school for in-class training. By shepherding 309A apprentices through the intricacies of becoming an apprentice, the ASG program looks well positioned to tackle labour shortages in Ontario's electrical trades. Based on the first six months of program implementation, we can see that both apprentices and employers have had mostly positive experiences with the program thus far and are optimistic that it will eventually meet their expectations. Although employer members are somewhat anxious about the slow recruitment process, they remain patient and hopeful that the ASG program will deliver in its promise of matching qualified candidates to their labour needs. Similarly, although apprentices have experienced few of the expected benefits of the program (e.g., mentorship, job rotation), they are happy with the onboarding experience and all the help offered by SOY staff in navigating the apprenticeship system and finding funding to help them continue in their apprenticeship. After overcoming many challenges in the implementation of this program because of the dynamic regulatory environment and in response to challenging labour market conditions, the ASG program has been nimble in its ability to adjust to stakeholder needs. As the program continues to grow and expand to additional trades and markets in the coming year, the program has a strong governance structure and the basic infrastructure necessary to expand beyond the pilot phase.

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# Support Ontario Youth

Appendix A

*ASG Apprentice Journey Map*

# MAPPING THE APPRENTICE'S JOURNEY

Legend:  
**Stop-off Point (bold and italics)**  
*in their own/no support*

- FTCU
- OCOT
- DA
- non/Employer
- \* Indicates "could be supported by other parties"



## Exploration

- OYAP
- Pre-apprenticeship
- Co-op Diploma Apprenticeship Program (CODA)
- Standard Apprenticeship Pathway

\*note below shows the simplified options of only two ways to enter the trades, either the apprenticeship OR pre-apprenticeship pathway



## EXPLORATION

- Recruit and screen potential candidates for the pool
- Interview apprentice candidates and assess their level of experience to see which path they would be part of:  
 1. Pre-apprenticeship OR  
 2. Apprenticeship

## Preparation and Registration

- **Find a trade**
- Attend front-loaded in-class training
- **Find sponsor (or union)**
- Attend safety training
- Submit proof of prerequisites/take supplemental classes
- Sign training agreement with sponsor and apprentice intake
- Register training agreement
- Pay OCOT membership
- Register as an apprentice

## PREPERATION AND REGISTRATION

- Sign AAT and RTA and submit proof of ID as the sponsor
- Assess hours to be credited
- Assess any required missing health and safety training
- Create profile
- Assign digital logbook
- Assign mentor

## Apprenticeship training (on-the-job and in class)

- Start apprenticeship training
- **On the job training**
- Receive letter for schooling
- Apply for grants/loans, etc.
- Apply for employment insurance (block release only)
- Pay tuition
- Attend level 1 class
- Apply for apprenticeship incentive grant (red seal trades)
  - not applicable before level 3 of schooling
- **Continue on-the-job training or find a new sponsor**

## APPRENTICESHIP TRAINING (ON THE JOB AND IN CLASS)

- Active Management of apprentices within SOI over the 5-year apprenticeship journey
- Network with pool of employers to find job placement
- Address wrap-around services (such as interview preparation) as needed and essential skills development
- Educate apprentices of grants and loans available to them
- EI application when time for in-class training
- Mentor by checking in regularly to ensure all competencies are being addressed
- Actively manage logbook competencies and making sure it is being updated

Entry: Pre-apprenticeship

Entry: Apprenticeship

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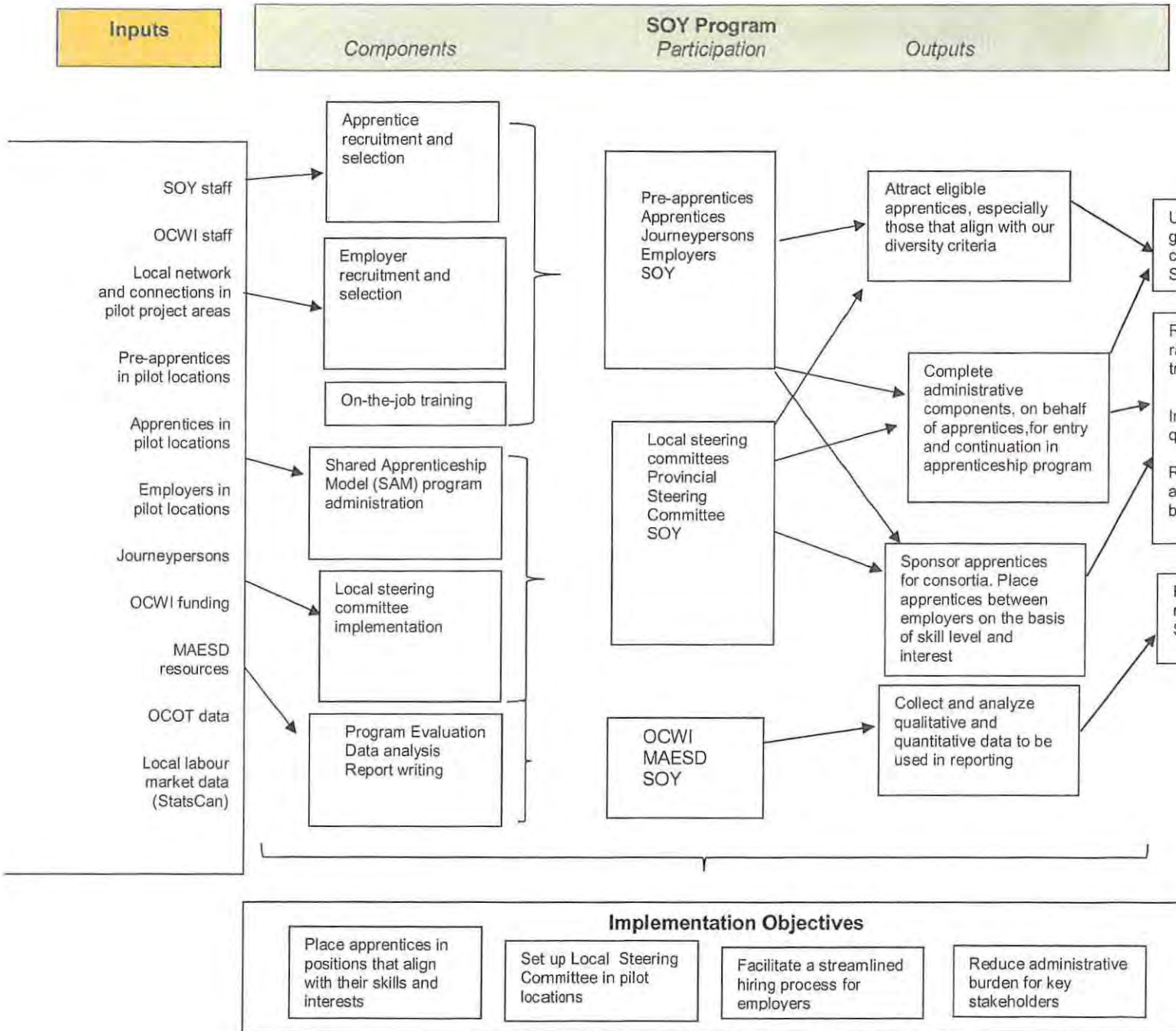
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Appendix B

*Logic Model 1*



## 2018 SOY Shared Apprentice Model (SAM) Logic Model





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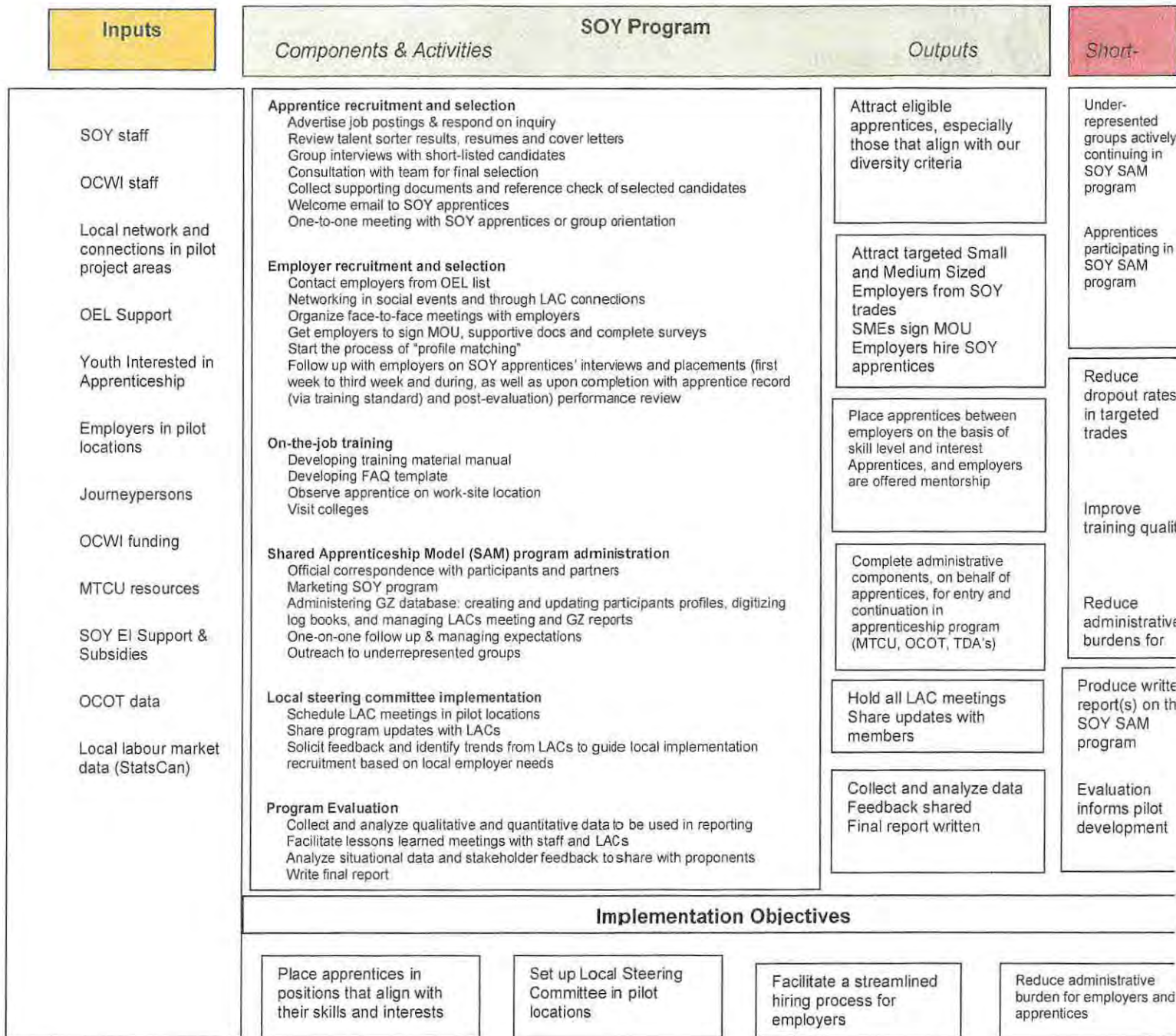
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Appendix C

*Logic Model 2*



## 2018 SOY Shared Apprentice Model (SAM) Logic Model





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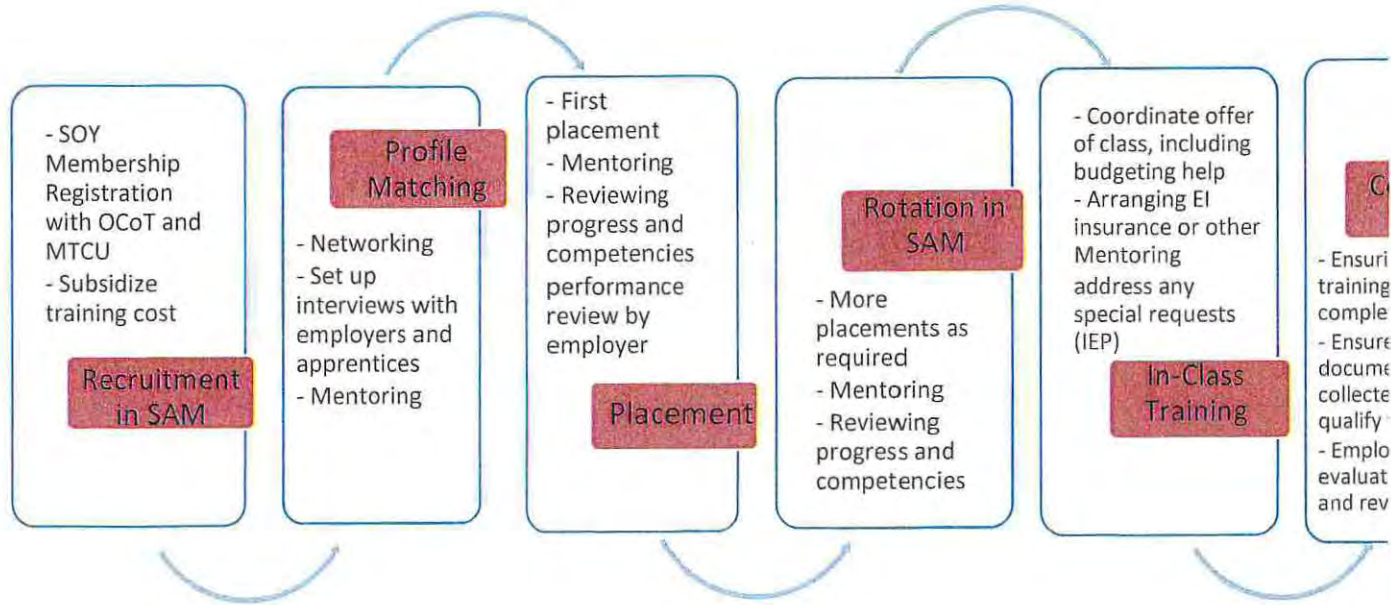
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Appendix D

*Apprenticeship Journey in SOY*



# Apprenticeship Journey in SOY Program







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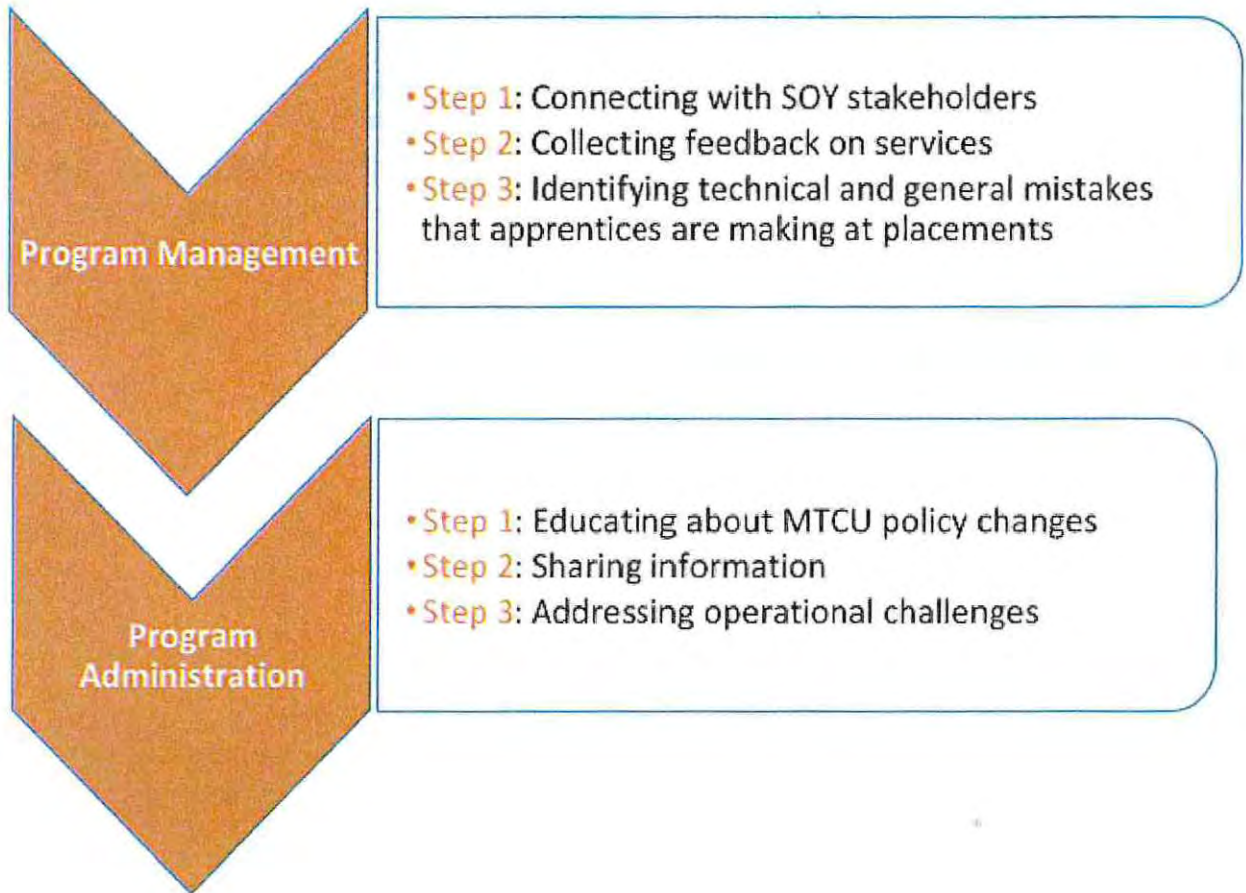
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Appendix E

*SOY Support to Employers*

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## SOY Support to SAM Employers





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Appendix F

*SOY Support to SAM Apprentices*



## SOY Support to SAM Apprentices

### Program Management

- **Step 1: Welcome apprentices to SOY**
- **Step 2: Apply for their RTA via an AAT (ensure to gather all relevant paperwork), once RTA is received, Register them in OCoT.**
- **Step 3: Provide them funding information** about budgeting and funding opportunities available to them
- **Step 4: Develop/Find out any IEPs**
- **Step 5: Collect information and resolve issues** (e.g., find out when get offer of class. Address any special accommodations (IEPs)
- **Step 6: Networking** for them following two key roots (i) work with them if they have found a employer, (ii) introduce them to a new employer from the pool of SOY employers participating in SAM Coach them on building their own network
- **Step 7: Set up interviews.** Offer them help for interview preparation
- **Step 8: Case-by-case follow up** depending on result of interview (prepared them for the first placement or find them next interview with an employer)

### Program Administration

- **Step 1: Follow up on Program management' email.** After recruitment in SOY program, send them another welcome package with all the web links (e.g., GZ, SM)
- **Step 2: Gather profile information** to create their individual file in GZ database
- **Step 3: Assign projects in GZ** for mentor and apprentices to review/navigate training progress, and to ensure that all relevant paperwork and information needed is accounted for
- **Step 4: Responsive communication** - replying to questions. e.g. bringing all pay stubs.
- **Step 5: One-on-one follow up** for managing expectations and following their apprenticeship journey in the trade
- **Step 6: Program development (additional support)** - work with the candidates to retain their interest and membership in SOY, (e.g. develop/create by reaching out to electrical service stores where candidates can work in between jobs, contact with employers, customer service, setting up workshops, maintain safety certifications, mock interviews with employers, review budgeting)

### Mentoring

- **Step 1: Start through** (i) phone calls, (ii) emails, (iii) in-person meetings (video if needed)
- **Step 2: Follow up in 2-month timeline** (i) to check progress and (ii) to provide feedback
- **Step 3: Visit in person** if they have been to school, (ii) home visits (iii) informally, (iv) formal learning, (v) hands-on discussion, (vi) to Don's handling of them direction going. Not spending time getting them to school
- **Step 4: Follow through** (beginning throughout as they go to school to check on progress)
- **Step 5: Call a meeting** with school. Will have a meeting then. See when they are in school.



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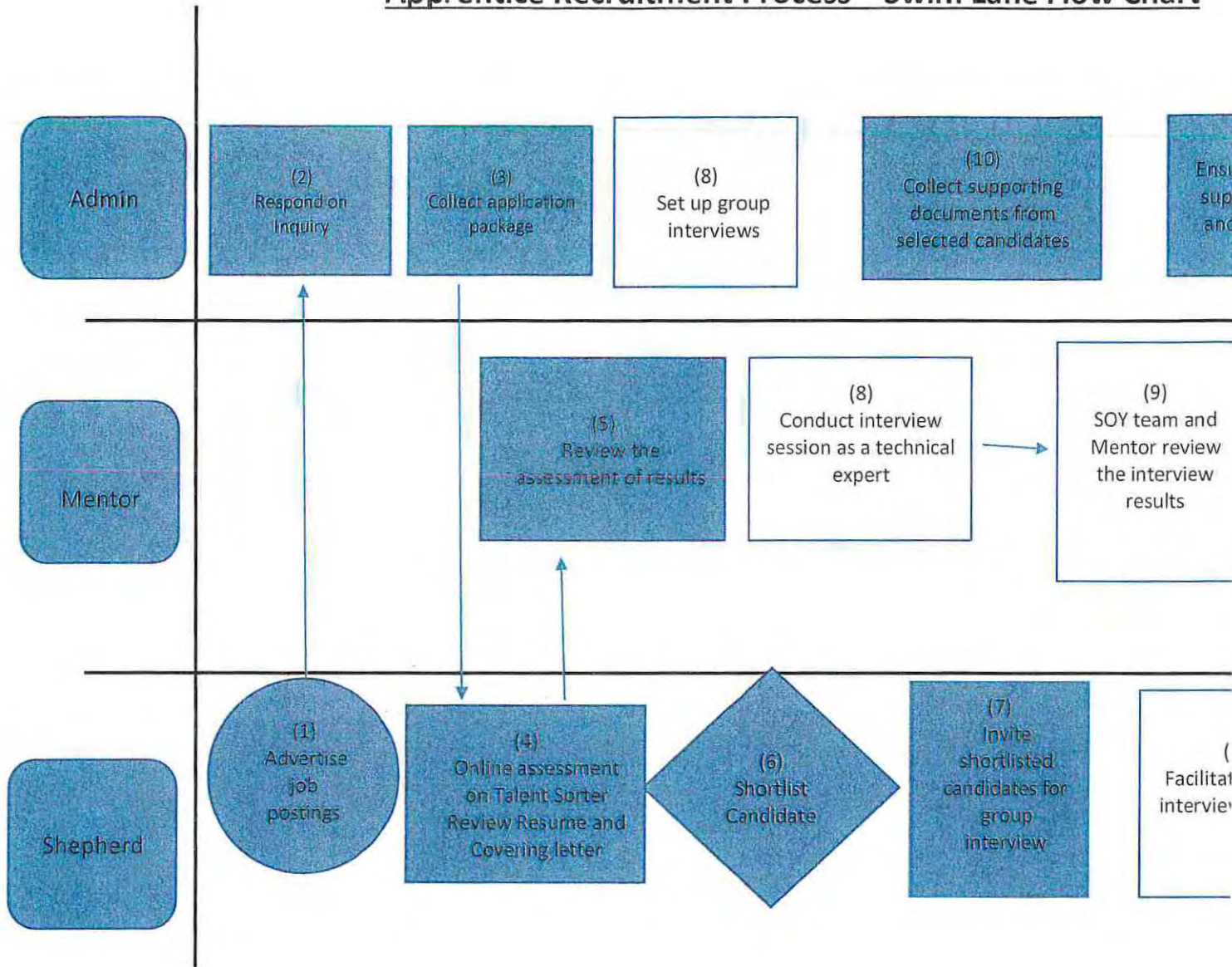
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Appendix G

*Apprentice Recruitment Flow Chart*

## Apprentice Recruitment Process – Swim Lane Flow Chart



# Apprentice Recruitment Process

## *Apprentice Job Posting*

Once the program manager, or shepherd, has assessed an employer's needs and capacity to hire apprentices, they will create the open vacancy on an online platform (e.g. Indeed). Applicants are then directed to SOY website where they have the opportunity to apply online by completing the assessment and submitting a cover letter and resume. The submission of an application is the first step in the recruitment process, which consists of reviewing the completed online assessment (or letting them know that there is an incomplete submission), verification of skills and documents, and final selection. In the following, we detail each of these selection stages.

## *Online Assessment*

The application package of SOY candidates consists of an online assessment (created by Talent Sorter [TS]) and an updated resume. TS is a standardized assessment that is designed and developed by Fit First Technologies to help the ASG capture top talent for the electrical trade. After completing the assessment, applicants are asked to complete their profile by submitting an updated cover letter. The program manager assesses the application by reviewing the applicant's assessment score, which is called a "fit score." A 70% or higher fit score, SOY looks at their cover letter and resume in order to determine their potential fit for the industry. The application package (online assessment, resume, and cover letter) are given equal weight (i.e., 1/3). In select cases where an applicant scores favourably in the online assessment, but submits an especially compelling resume and cover letter, that candidate may be shortlisted. The same opportunity is possible for candidates who may not score high on the online assessment but show exceptional initiative. The program manager will be getting in touch. The assessment report is completed by the program manager and shared with the mentor. This is when the mentor and program manager make a mutual decision on whether to interview the candidate. The program manager will inform the shortlisted candidates of their status and passing the initial screening. Names of shortlisted candidates are then invited to an in-person group interview with the optimal candidate.

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<sup>1</sup> SOY does offer all applicants the opportunity to have a copy of their test outputs, this is for their own self-awareness and growth.

## *Interviews*

Interviews assess prior education and work experience, workplace behaviour, mechanical and mathematical competencies. Interviews are led by the program manager and mentor, with support from the program administrator. During the course of pilot implementation, the interview process evolved from individual to group interviews. The program manager uses a standard interview guide to assess prior education, work experience and behaviour of candidates. Following this part of the interview, the mentor visually tests the mechanical and mathematical skills of candidates. The mentor asks apprentice(s) technical questions to test their basic knowledge about the target trade. Apprentices demonstrate skills they have learned in school or prior work placements. When undertaking individual interviews, candidates are often nervous to perform tasks and demonstrate their skills to the interviewer. As a result, a group interview process was adopted. Candidates performed more easily in a group setting. Program staff observed that candidates performed better in applying their knowledge of skills during the group interview. They also observed that it was possible to get a sense of interpersonal competencies as a result of these lessons learned, group interviews are now conducted with all apprenticeship candidates. After completing the interview, candidates are informed about next steps in the ASG program. At this time, they are given an overview of MTCU registration and OCoT

## *Verification of Supporting Documents*

During the interview process (which can take anywhere from 45-120 minutes), supporting documents are requested (e.g., diploma, SIN number, and previous RTA certificate with MTCU) in order to streamline verifying credentials, should they be required. In cases where candidates were previously registered apprentices with MTCU, staff verify any previous certificates and compare them to what they had reported during the interview. Finally, references are checked for all selected candidates.

## *Final Selection*

At the final stage of the selection process, the SOY team reviews each candidate's interview. They make a decision of final selection which is immediately communicated to the SOY program administrator. After verification of supporting documents and review by the SOY team, the SOY team finalizes the list of selected apprentices. This then prompts a communication to welcome them to SOY from the program manager. The program manager then informs each selected apprentice with a welcome email.<sup>2</sup> This final step is what concludes the apprentice selection process.

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<sup>2</sup> The welcome email includes a breakdown of their signed documents and re-iteration of what the SOY program is, as well as an introduction to the team and their roles.





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# Support Ontario Youth

Appendix H

*How Can Support Ontario Youth Help Employers?*



# How Can **Support Ontario Youth** **HELP EMPLOYERS?**

*“Support Ontario Youth informed us that as an employer, we qualified for government funding available through the local YMCA. We were able to access a grant of \$1000 which, in turn, was put towards new tools and safety training for our new apprentice.”*

*-Cameron Hann*

We know that employers play an important role in training, teaching, and building the skills apprentices need to become a skilled trades worker. Support Ontario Youth is on the cusp of a strong movement, which allows us to provide support for employers and apprentices, and streamline one of the oldest forms of education. We are working with key stakeholders within the most influential roles to ensure change happens.

## **Full Support to Employers**

- Support Ontario Youth will recruit, screen candidates, interview, and register the apprentice—employers just train.
- Support Ontario Youth’s employers have the ability to bid on jobs that require more manpower by being able to access a pool of apprentices.
- Support Ontario Youth has access to a network of employers, so you do not have to worry about not being able to provide all the competencies to your apprentice in order for them to complete.
- Support Ontario Youth can assist employers on what financial aids are available to them to help with training a new apprentice.
- Support Ontario Youth’s employers have the option to connect with an employer mentor to help troubleshoot, discuss ideas and get trusted advice and guidance, especially for employers new to training apprentices. Please [get in touch](#) for details.
- Support Ontario Youth can save you time, save you money and most of all help grow your business while growing the industry!
- Access to quality candidates.

## **Full Support to Apprentices**

- Assist “job ready” apprentices with finding placements.
- Actively manage the apprentice’s journey to ensure trade skills are being learned.
- Provide an electrician mentor for apprentices to have an independent expert as a resource for problems that may arise on the job site.
- Support Ontario Youth has relationships with industry stakeholders (OCOT, MTCU, ESA, Colleges and employment Ontario agencies) in order to understand and provide the resources available to support the apprentice.



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# Support Ontario Youth

Appendix I

*Diversity Outreach Events*



*Diversity Outreach Events*

S. No.	Event Name	Event Date
1	Canadian Club event, "Celebrating Indigenous Youth" - approximately 100, indigenous and visible minority and women groups	April, 2018
2	Political gathering – approximately 250 people in attendance including youth, new comers, women and indigenous youth	May 3, 2018
3	Educational Worker gathering (Brant) -approximately 50 educational workers in attendance.	May 9, 2018
4	Educational Worker gathering (Burlington) - approximately 50 educational workers in attendance.	May 24, 2018
5	Meeting with Former MPP Rosario Marchese – promoted youth, new comers, women and indigenous youth entering the Trades on behalf of Support Ontario Youth	May 14, 2018
6	Public Affairs Association of Canada (PAAC) Summer Social – promoted youth, new comers, women and indigenous youth entering the Trades on behalf of Support Ontario Youth. Approximately 75 people attended	June 13, 2018
7	Public Affairs Association of Canada (PAAC) Post Election Analysis - promoted youth, new comers, women and indigenous youth entering the Trades on behalf of Support Ontario Youth. Approximately 75 people attended	June 20, 2018
8	Six Nations & Mississauga's of the New Credit Indigenous Bands - organization and correspondence with Mississauga's of the New Credit and Six Nations for future connections	July 23-30, 2018
9	Mississauga of the Credit First Nation	October 29, 2018
10	Supporting Indigenous Youth in the Skilled Trades Conference - networked with 100 individuals from across Canada working with Indigenous youth in the skilled trades. Possible student targets exceed 50,000 students.	November 14, 2018
11	Niagara Chamber of Commerce - introduced ASG program to OYAP coordinators at public and catholic school boards in Hamilton. Possible student targets exceed approximately 2,000 students.	November 21, 2018

12	Meeting with Strategic Partnership Lead at Niagara Peninsula Aboriginal Area Management Board - discussion of SOY ASG program and its benefits to Indigenous youth. Possible student targets exceed approximately 10,000 students.	December 10, 2018
13	Federal Government event with Minister Hajdu - discussion with federal government ministers about the SOY ASG program and how it can benefit Indigenous youth, young women, and newcomers.	December 12, 2018



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# Support Ontario Youth

Appendix J

*Database Information*



# Database Information

Each apprentice member profile tracks the following information while also allowing for custom case notes

- Membership status: active or dropped
- Contact information
- Trade name and code
- Professional bio (if apprentice submits this information)
- Number of hours worked
- Number of school hours
- Offer of class - tracks each level offered, accepted and completed
- Status: hired or waiting for placement
- Employer name (if applicable)
- Registered Training Agreement (date signed)
- Communication: a history of all communication between apprentice and SOY staff
- Activity: a history of all enrollment, registration, employment, and school activities
- Demographic information:
  - Birth date
  - Gender
  - Citizenship/status in Canada
  - Identification with any underrepresented groups (Metis, visible minority, new Canadian, person with disability, Indigenous person, Francophone, other)
  - Highest level of education at start of SOY program
  - Source of income at start of SOY program

Each employer profile tracks the following information while also allowing for custom case notes:

- Contact name
- Company name
- Contact information
- Business number
- Trade(s) and sector
- List of employees: owner(s), apprentices (both SOY and non-SOY), journeypersons, and administrators
- Date signed SOY MOU
- List of committees
- Participation in SOY EI support plan for apprentices
- Communication: a history of all communication between employer and SOY staff
- Activity: a history of all activity in the program e.g. apprentice hires, apprentice logbooks

The database also tracks all fundraising activities, outreach, research, events and committee meetings.

The opinions expressed in this report do not necessarily reflect those of the Government of Canada or the Government of Ontario.





# **An Apprenticeship Skills Agenda – Executive Summary**

**Prepared by  
Maxim Jean-Louis  
President - Chief Executive Officer  
Contact Nord | Contact Nord  
May 2017**

## INTRODUCTION

In the period October 2016 to March 2017, Maxim Jean-Louis, President-Chief Executive Officer of Contact North | Contact Nord was requested by the Ontario Skilled Trades Alliance to carry out an engagement process with its members to help determine a transformative vision for apprenticeship training in Ontario.

These leaders are from the construction industry, which employs a significant number of skilled tradespersons and help build Ontario's future. The engagement process focused on exploring innovative ways of closing the skills gaps that exist in the province. A discussion paper entitled *Closing the Skills Gaps: A Way Forward for Apprenticeship and Skills Development in Ontario*, which is attached as Appendix 1, was used to stimulate responses and to focus attention on the challenge and opportunities for change.

Maxim Jean-Louis undertook this on a volunteer basis as its contribution to this timely conversation about apprenticeship between the different stakeholders of this critical sector of Ontario's economy.

The report of the engagement process is entitled *An Apprenticeship Skills Agenda*, and includes three sections:

- Executive Summary
- What We Heard
- A copy of *Closing the Skills Gaps: A Way Forward for Apprenticeship and Skills Development in Ontario*

While the project was funded by the Ontario Skilled Trades Alliance, the findings and recommendations are solely the thoughts of the author.

Maxim Jean-Louis

May 2017

The skills gaps in Ontario continue and are becoming more complex<sup>1</sup>. It has a direct impact on the ability of firms and organizations to compete and impairs their productivity. It also inhibits the growth of the Ontario economy. The Conference Board of Canada estimates the impact of the skills gap in Ontario at \$24.3 billion GDP in foregone company revenues, with an additional \$3.7 billion lost in foregone taxation. According to Skills Canada, 40% of the jobs which will be created in Canada over the coming decade will be skilled trades positions. Just in construction, the forecast for the next decade is that there will be some 86,100 retirements and over 80,000 new recruits needed by 2026 to sustain the sector. We are all challenged to do more, but just doing more of the same will not be sufficient.

There are five other factors which will impact the demand for and supply of skills:

- It is widely accepted that some 65% of students who started elementary school in 2016 will eventually occupy jobs that do not yet exist – the nature of work and new kinds of skills are appearing all the time<sup>2</sup>.
- The skills people acquire outside formal education – online, at work, through professional courses, social activities or volunteering – can often go unrecognized, yet may be relevant.
- The digital transformation of the economy is reshaping the way people work and do business. Digital skills are needed for all jobs, from the simplest to the most complex. They are also needed for everyday life, and a lack of digital skills may lead to social exclusion.
- The Ontario workforce is ageing and shrinking, leading in some cases to skills shortages; yet labour markets do not draw on the skills and talents of all. For example, the rate of employment for women remains below that of men and Indigenous peoples find it difficult to secure and complete skills training.
- The quality and relevance of the education and training available varies widely, increasing disparities in regional economic and social performance. In particular, mastery of essential skills is problematic, especially for those without a great deal of skills-based learning and social supports.

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<sup>1</sup> For a summary of the skills gaps, see Appendix 1 at pages 9 to 11.

<sup>2</sup> Source: World Economic Forum *The Future of Jobs* available at <http://reports.weforum.org/future-of-jobs-2016/>

What is needed is a comprehensive, future-focused rethink of our approach to the skilled trades and to apprenticeship. It is time for major change.

### THREE DOMAINS FOR ACTION

In the period October 2016 to March 2017, Maxim Jean-Louis, CEO of Contact North | Contact Nord, carried out an engagement process with members of the Ontario Skilled Trades Alliance (OSTA). These leaders are primarily from the construction industry which employs a significant number of skilled tradespersons and helps build Ontario's future.

The consultations were aimed at exploring specific and concrete ways of closing the skills gaps that exist in the province. The conclusion of these discussions is there are three levels of the skills gap challenge to be addressed:

- 1. Reputation.** The first is reputational. The trades do not appear to be appealing to those aged 13-24, yet the rewards of working in the skilled trades are many. To name a few, pride in craftsmanship, the ability to be entrepreneurial and to manage the work-life balance, and to foster the communities of practice for their trade. Trades are a second choice for most, with routes to university or college seen by students and parents as the preferred route. Much more needs to be done to position the trades as a route to personal success and satisfaction – as an equal first choice. Learning about trades, developing practical and applied skills need to be positioned throughout the K-12 system and our approach to trades education needs to change to better position the trades as vital to Ontario's future.
- 2. Skills and Qualifications.** The second relates to our current models of apprenticeship and learning for skills. The model of apprenticeship now widely in use is no longer suitable for the current situation. Discrete and distinctive boundaries around skills are being replaced by more complex demands for multi-skilled and multi-layered tradespersons. Combinations of skills are required for new forms of work and all trades will need to master the ability to work in partnership with existing and emerging technologies. New approaches to skills education are emerging in other jurisdictions which move beyond time-based, journey-person-supervised apprenticeship to a competency-based, assessment driven and technology-enabled learning system. Ontario has both the capacity and the opportunity to show leadership in rethinking apprenticeship across Canada.

- 3. Lifelong Learning and Continuous Skills Development for Trades (CSDT).** At one time, becoming a journeyman or achieving a Red Seal was the end of the “learning period” in a trade. This is no longer the case. As technologies change, materials change and new skills are required, a skilled tradesperson needs to continually update and develop their skills and abilities. Without continuous learning, productivity stagnates. The 21<sup>st</sup> century tradesperson needs to make investments in their learning to stay current and be able to complete tasks and projects effectively and efficiently.

### **THREE RECOMMENDED ACTIONS**

Our responses to these three opportunities for rethinking skills and apprenticeship are:

#### **1. Changing Mindsets – Trades as top of mind option**

##### **It starts at the elementary school...**

The approach to skills and practical knowledge required for the trades needs to begin in elementary school. Work-related projects, project-based work, and school visits are all activities which bring young minds in contact with the need for trades – working with wood, water, glass, fibre, food, tools. There must be more opportunities for practical learning at the elementary school level.

There is also a need through the education system to strengthen essential skills – literacy, numeracy, and social skills. Many in the Canadian workforce do not have literacy skills at a level required to be high performing in their trade, profession or career. Improving essential skills is a vital component of a skills strategy for Ontario.

##### **In junior high and high school...**

Opportunities to learn basic trade skills from fashion, cosmetology, culinary arts, welding, automotive, carpentry, permaculture and others – routes for career and technical studies (CTS) which permits the learner to explore a trade, master basic level understanding and complete (at the high school level) some components of apprenticeship. Students are currently required to undertake forty hours of community service – at least twenty of these should require the demonstration of trades or practical skills.

### **For college and university students...**

Ensuring college students can see the value of trades through connecting them on campus with trade opportunities linked to their interests.

The development of degree apprenticeships, which combine full-time work with part-time online study also needs to be considered. In the United Kingdom<sup>3</sup>, applied apprenticeship degrees are primarily targeted at 18- to 19-year-olds leaving school as an alternative route to gaining a more traditional degree, especially for those from disadvantaged backgrounds who are deterred from studying a traditional full-time program by high tuition fees and student debt. The qualification is suitable for anyone, including 16- to 18-year-olds and mature students. The degree apprenticeship is designed to strengthen the 'vocational pathway', and support progression from craft and technical roles into management. This means programs are suitable for those who have completed apprenticeships or the equivalent but who now wish to advance their career through further study.

The recent announcement, in Budget 2017, of 40,000 new work-related learning opportunities with employers for students and recent graduates through Ontario's Career Kick-Start Strategy, providing real-world experiences while enabling employers to help train and equip them for jobs, is a strong start.

The government needs to continue to build on this momentum and aim for a comprehensive repositioning of the skilled trades as a route to pride, prosperity and personal satisfaction. This needs to be reinforced for all learners in Ontario.

There also needs to be investment and support for bold, creative and imaginative uses of learning and related technologies to support apprenticeship. New approaches to video-based assessment, new uses of e-apprenticeship systems, the widespread adoption of e-portfolios which capture what an apprentice can do, creative uses of online learning to accelerate completion of skills modules, and the greater use of peer-to-peer and social networks to support apprenticeship are all opportunities for Ontario to show bold, courageous leadership for skills in Canada.

### **For a wider public**

Using media, advertising, social media and other materials to actively encourage young people to consider a route to trades as a life choice – showcasing the benefits of trades work or work in different fields – construction, electrical, hairdressing and other trades. This could also

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<sup>3</sup> For a description, see <https://www.prospects.ac.uk/jobs-and-work-experience/apprenticeships/degree-apprenticeships>.

include an annual Premier of Ontario Skills Award, recognizing individuals in different trades who had an impact on how the trade operates or who have developed innovations which are transformative for the trade.

### **For seniors**

Seniors with trades skills are a significant asset to the future of the trades. There is an opportunity to maintain an engagement with young people through links with schools, or through the identification of community-based projects in which retired tradespersons can partner with school students. Experienced tradespeople should be mentors and help those considering the trades by coaching a younger generation in their work towards a vocational qualification.

### **A Chief Training and Skills Officer**

To support a creative and innovative approach to trades education and the positioning of trades, a new government position – Chief Training and Skills Officer – who champions the skilled trades across a range of government ministries (Labour, Advanced Education and Skills Development, Education, Research and Innovation) and agencies (Ontario College of Trades) is needed. This role champions the skilled trades at the highest levels of government and promotes the skills agenda. The person appointed should report directly to the Minister, Advanced Education and Skills Development on the status of skills employment and trades training in Ontario. This position should include specific targets for recruitment, retention and completion for apprenticeships; a mandate to accelerate success for skills development in the skilled trades; support for the reduction of bureaucracy and complexity related to apprenticeship and the role of oversight of the skills agenda. Such centralized accountability would ensure fast-action on the Governments skills agenda.

### **A Skills Guarantee**

The European Union, in its skills agenda, proposed the development in each member country of a skills guarantee. Such a guarantee has three components: offering to every adult who does not possess a post-school certificate, diploma or degree: (a) a skills assessment, enabling them to identify their existing skills and their upskilling needs in a skills domain of interest to them; (b) a package of education or training tailored to the specific learning needs of each individual; and (c) opportunities to have their skills validated and recognized. This enables “gap-based” personalized learning agendas to be developed as well as increasing the pipeline of people wishing to pursue skills.

Ontario’s skills guarantee, using anytime assessment systems which leverage emerging technologies for assessment, would enable those with

skills to be certified whether or not they have completed formal programs of study. It would also enable many to complete apprenticeships they long ago abandoned.

Such a guarantee could create new, flexible routes to completion for apprenticeship programs and enable Ontario to significantly improve productivity and competitiveness of those companies and organizations which depend on the skilled trades.

## 2. Rethinking Apprenticeship

### Changing the Model of Apprenticeship and Developing Flexible Routes to Certification

The model of apprenticeship is based on a traditional and now dated model of discrete trades<sup>4</sup> and limited understandings of how individuals master skills. This model is no longer suitable for the modern trades. Skills are more complex, involve a range of technical and soft skills as well as layers of competence and capabilities. Our understanding of how adults learn and our ability to use technology to support learning also changed. There is a need to both rethink the skills needed for 21<sup>st</sup> century trades work in terms of the competencies and capabilities required for each skills domain and to rethink the learning and development routes by which an individual can become a Red Seal or certified tradesperson.

Rather than focus on time, journeyperson - apprenticeship ratios and whether or not a specific trade requires compulsory or voluntary certification, there is a need to develop a modular, stackable approach to skills and capabilities training and developments which permit greater flexibility and more rapid progress to certification. Focusing on the assessment of capabilities and competencies and the work needed to enable a successful capability assessment gives us a different lens for this work.

There is also a need to be more open to varied routes for entry. Rather than insist on the completion of Grade 12, individuals who demonstrate commitment and interest and complete skills and capability modules relevant to their specific trade interest should be able to progress, no matter what their age or prior education. In this regard, it is worth noting the youngest Microsoft Certified Professional was just five years old when he qualified<sup>5</sup>. Openness, flexibility, transparency and quality assessments of capability should drive our approach to the mastery of the skills required for each trade.

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4 For a review of the history of apprenticeship in Canada, see Stewart, G. and Kerr, A. (2014) A Backgrounder on Apprenticeship Training in Canada. HEQCO.

5 For more information about this young man, see <http://www.bbc.com/news/technology-30054140>.



There is also a need for a skilled tradesperson, after they secure their “ticket”, to continuously improve and upgrade their skill, to master emerging technologies and improve productivity and performance. Every skilled trade changes over time – this should be reflected in the model of learning and certification. Lifelong learning for trades should be a cornerstone of the Ontario way. We outline a strategy for this below.

Building on success and leveraging our skills training and development infrastructure, together with Ontario’s national leadership in college education, online learning and technology supported assessment, Ontario needs to be bold and chart a new pathway for the mastery of skills.

### **Attracting New Apprentices**

There also needs to be a systematic and focused effort to attract more women to the trades and to provide significant support to Indigenous students who wish to enter the trades. Just as the Government of Ontario has pursued a systematic approach to increase the number of traditionally under-represented individuals in higher education – students from low income families, first in the family to attend university or college, Indigenous, disabled, sons or daughters of immigrants, rural students – it needs to do the same for apprenticeship and entry into the skilled trades.

Strengthening financial incentives for apprentices, focused tax incentives for employers, support for essential skills development targeted at these groups together with dedicated coaching and mentoring support at a local and regional level are all approaches to be considered. The 2017 budget commitment to expanding access to skills and essential skills learning is a strong indication of the Government’s commitment to this work.

Of considerable importance are role models and success stories of individuals from these backgrounds who have not only completed apprenticeship but secured the rewards of having done so. The suggested annual Premier of Ontario Skills Awards could provide an opportunity to showcase and celebrate these achievements.

## **3. Lifelong Learning for Skills and Trades**

### **Requiring Continual Professional Development for Trades (CPDT)**

Almost all who work in any profession or trade see their work change and transform because of new understandings of best practice, the development of new materials for use in their trade and new technologies and tools. Continuous learning and development is no longer an option, it is essential both for improving the technical capability of an individual tradesperson but also for productivity and competitiveness.

A requirement for a tradesperson to complete ongoing learning needs to be a part of the understanding of what it means to be a journeyman. This requirement varies by trade, but the adoption of a modular approach to learning would enable flexible use of modules for both apprentices and those seeking to undertake CPDT.

### **Resilient and Adaptive Trades**

As change occurs – some suggest 40% of existing Canadian jobs will be replaced by emerging technologies such as 3D printing, new materials, robotics and artificial intelligence<sup>6</sup> – there is need to build into our understanding of trades a need for adaptability and resilience. Strengthening entrepreneurial mindsets, enabling the development of innovative and creative capacity and deepening the change and coping skills of each tradesperson needs to be a part of our understanding of the skills agenda. The future is not a straight line from the past – a qualified tradesperson needs to be able to adapt to the changing nature of their work and to use that adaptability to strengthen and build their practice.

## **INTENDED OUTCOMES**

The aim is to close the gap between demand and supply of labour, to increase employee engagement in learning and to increase the productivity and competitiveness of Ontario firms. These proposals will also speed and increase completion of apprenticeship, provide greater flexibility and opportunities for apprentices and position the journeyman as a mentor, coach and guide, as well as an instructor. For colleges, these proposals create new opportunities to respond to industry needs, new support for the assessment of skills and a new approach to modular, stackable learning.

There is a need to change the model of apprenticeship, to increase commitment to vocational education, increase the flow of individuals into the skilled trades pipeline, provide more flexible routes to entry and certification, and to sustain the quality of qualified tradespersons.

The challenge is not primarily a fiscal one – the Government of Ontario already makes significant investment in skills development and learning – the challenge is about the allocation, reallocation and incentivization of existing resources. The challenge is to be creative, innovative and bold in responding to a problem that has been with us for some time.

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<sup>6</sup> See The Advisory Council on Economic Growth for the Government of Canada First Report: *The Path to Prosperity – Resetting Canada's Growth Trajectory* (2016) available at <http://www.budget.gc.ca/aceg-ccce/pdf/summary-resume-eng.pdf>

Current actions, while demonstrating support for the work of trades and the development of apprenticeship, are not moving quickly enough in solving the problem of the skills gaps. New approaches are needed. It is time for Ontario to lead, not follow and to be bold in doing so. There are strong commitments to apprenticeship across the trades and in communities throughout Ontario. All now look for leadership and innovation. It is time to liberate, not constrain and to develop a more flexible apprenticeship system that has many pathways to success.



## What We Heard

## WHAT WE HEARD

In the period October 2016 to March 2017, Contact North | Contact Nord carried out an engagement process with members of the Ontario Skilled Trades Alliance. These leaders are from the construction industry, which employs a significant number of skilled tradespersons and help build Ontario's future. The engagement, developed at the invitation of these leaders, was aimed at exploring specific and concrete ways of closing the skills gaps that exist in the province. A discussion paper entitled *Closing the Skills Gaps: A Way Forward for Apprenticeship and Skills Development in Ontario*, which is attached as Appendix 1, was used to stimulate responses and to focus attention on the challenge and opportunities for change.

Maxim Jean-Louis, President-Chief Executive Officer of Contact North | Contact Nord undertook this on a volunteer basis as its contribution to this timely conversation about apprenticeship between the different stakeholders of this critical sector of Ontario's economy.

What is clear from these discussions with the employers is the issue of the skills gap generates a great deal of focused, intense and insightful comment observation and recommendations.

In this snapshot, we describe what we heard in these discussions. We seek to capture the conversations undertaken at individual and group sessions with Ontario Skilled Trades Alliance members of construction, hairstylist, electrical, carpentry and other trades.

## THE THREE MAJOR QUESTIONS

In the engagement process, we explored three major questions:

1. What is your understanding of the challenge?
2. What is working now, but with some tweaks, could be much better?
3. What bold ideas do you have which, if implemented, would be "game changers" for skills in Ontario?

These questions permitted open observations as well as comments on the specific ideas contained in the paper circulated widely in October 2016 (Appendix 1). My reporting on this work includes this paper, capturing what we heard, and a second document providing a summary of the key observations from the entire process.

## THE CHALLENGES

### Challenge 1: Mindset

All respondents positioned the challenge in terms of trades not being top of mind for young people –not the first choice for students in schools, colleges and universities, and not a preferred route for personal success and career. This despite the clear evidence of the rewards of being a successful tradesperson and the pride and fulfillment a career as a skilled tradesperson can deliver. As one observer suggested, **“the pipeline is drying up because there are no longer many points of contact with physical labour, skills and trades in our schools”**.

Others made similar suggestions:

**“My children, currently in elementary school, have no introduction at all to any of the skills trades but have all sorts of introductions to other industries and professions.”**

**“Our kids are spending their time in their bedrooms with handheld devices, they’re not doing any kind of physical work, not doing any physical things at school, anything physical out, but even the willingness to enter into the trades, [to] work with our hands, is diminishing. I think it’s at crisis proportions, our mindset is definitely important.”**

**“I have found that there is a cultural indifference in this country and North America specifically around what it means to be a skilled tradesperson.”**

**“Few of our students in schools understand that a career in trades is a rewarding career that provides a lot of lifelong transferable skills and if they were to hear of some of the money that can be made, they might find the trades a much more attractive proposition.”**

**“Many young people want to have more control over their lives and career – we need to position work in the trades as providing that opportunity.”**

**“Barriers are being arbitrarily put up and part of that culture, our parents’ generation believed that working with your hands meant you were lower class. And we’ve raised a generation of kids who believe that university is the only way to go.”**

This observation, shared by many, suggested the key challenge for a skills strategy is to enable a mind-shift for Ontario’s young people. While work experience for high school students is a valuable addition to the

positioning of skilled trades, the work needs to begin much earlier in elementary school.

This requires:

- Increasing project-based learning where skills are required.
- Broadening the focus of crafts, technology and skills to embrace the work of the skilled trades.
- Community-based projects in which K-12 students can work alongside skilled tradespersons in solving real world problems where trades skills are involved.
- Rethinking the career and technology studies of the K-12 school system focused on an expansion of vocational education from elementary to high school, involving work-based learning and community projects to help shift the student mindset.
- Something which several other jurisdictions are developing is the direct laddering of apprenticeships to degrees, which also helps shift the mindset. While this is occurring in Ontario, it needs to be given systematic encouragement.

In the United Kingdom, the apprenticeship degree was launched in 2017 as a means of shifting the mindset but also creating a clear pathway between a commitment to apprenticeship as a career decision and advanced learning. The degreed apprentice works for 30 hours a week in paid employment and uses online and face-to-face studies to acquire both their journeyman ticket and part of the degree<sup>1</sup>.

## Challenge 2: The Skilled People Pipeline

As Ontario's demography changes – to more seniors, fewer people in the workforce, more immigrants, more Indigenous youth – so the skills pipeline becomes more problematic. Added to this is the challenge of technology – not only will there be fewer people in the skills pipeline, but the skills they require for work are becoming more complex.

**“Four years from now, there will be more seniors than kids in high school... And by 2030, there will be just two people in the workforce for every one that is not. Right now it's four to one. So these demographics are going to get worse, not better... [and] another version of the problem is we have to think of who does what in our economy, because we don't have the people, unless we**

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<sup>1</sup> For more information, see <https://www.prospects.ac.uk/jobs-and-work-experience/apprenticeships/degree-apprenticeships>

**drastically increase immigration. So just the demographics speak for themselves.”**

In some trades, skills shortages are already forcing the closure of small firms and businesses. In others, new ways of working have to be found to compensate for the lack of skilled tradespersons. As new materials begin to find their way to the marketplace, and new technologies change the way work is done, those who are already certified need to update their skills to compete.

Examples of this include new forms of glass for glazing, new solar roof panels for energy efficient houses, the use of graphene in plumbing, 3D printing of houses and buildings, machine intelligent systems used in “smart buildings”, and sensors built into pipelines and electrical systems.

Our models for certification – Red Seal and apprenticeship – need to be fundamentally re-examined for a different set of socio-economic conditions. Apprenticeship as now practiced is no longer producing the pipeline of skilled tradespersons needed for Ontario to be a competitive and highly efficient economy. Indeed, our current approach to apprenticeship restricts rather than encourages entry into the skilled trades. Some of the comments made this clear:

**“Our current approach is too restrictive and stops us from accessing the talent that is out there.”**

**“There is no acceptance across our current system of what the reality is in our workforce – the continuum of education and growing as a tradesperson. There are many with excellent skills doing excellent work who cannot or have not secured certification – we need to find a way of recognizing their skills.”**

**“There are 350,000 grade 11 and 12 students in the province of Ontario – 350,000 17- and 18-year-olds. Of that 350,000, less than 40% are going to go on to post-secondary [school]... That is almost 200,000 students coming out of secondary school that could take advantage of programs like OEAP or just enter into an apprenticeship if they really had more support.”**

**“I can’t imagine a young person or an unemployed person trying to navigate the minefield that we call apprenticeship.”**

**“I think we’ve got the beginnings of [a] regional and even provincial series of supporters for the notion of apprenticeship, but again they’re all working either alone, or against themselves.”**

**“If you want to become a skilled trade crane operator, elevator operator, electrician, plumber... unless you know somebody, it**



**doesn't matter if you want to be an electrician or a licensed trade worker, you are not allowed in. You have to pass some blood tests."**

Further, no single approach to apprenticeship fits all trades. Each has its own dynamic, conditions of practice and core capabilities. And many new trades are emerging which require blends of existing trades. Mechatronics is a good example. This emerging skill domain requires a combination of mechanical engineering, electronics, computer engineering, telecommunications engineering, systems engineering and control engineering. It is an example of a 21<sup>st</sup> century skill domain which is no longer a discrete, narrow range of capabilities.

### **Challenge 3: The Understanding of the Skills Gap as a Wicked Problem**

The Closing the Skills Gap discussion paper identifies six components of the skills gap – it is not a simple supply and demand problem (see Appendix 1 at pages 9 to 11).

**Gap 1: The Basic Gap: The Gap Between What Employers are Seeking and What they Can Find**

**Gap 2: The Expectations Gap – The Gap Between What an Employee Expects to Experience at Work and What they Actually Find Themselves Doing**

**Gap 3: The Productivity Gap – The Skills We Need to Develop to Significantly Improve Productivity**

**Gap 4: The Leverage Gap – The Underutilization of Skills in the Workforce**

**Gap 5: The Futures Gap – The Gap Between Current Skill Sets and the Skills We Need to Become Competitive in the 4<sup>th</sup> Industrial Revolution**

**Gap 6: The Innovation Gap - The Skills We Need to Build a More Innovative and Sustainable Economy**

The consultation confirmed all six components are present as part of the challenge. These are thrown into sharp relief in the many small companies that exist in the trades. Indeed, 90% of all Canadian businesses are small and medium-sized organizations and the challenge of matching employee expectations with reality is very real.

## A CHIEF TRAINING AND SKILLS OFFICER

There needs to be greater awareness of the reality of the business world amongst those making decisions across a range of government ministries or departments – Education, Advanced Education and Skills Development, Labour, Research and Innovation – so strategic thinking and investment decisions are informed by on-the-ground realities. There is a need for a Skills Champion – a Chief Training and Skills Officer – who represents the interests of the skills trades across government and amongst its agencies.

**“I’d like to centralize the combined efforts of service providers, promote recruitment and retention. I’d like to create a chief training officer in Ontario... I do believe we need to have some sort of central clergy. I agree that there are some issues with the College of Trades. Maybe that falls on the Ministry of Advanced Education and Skills Development, but again, I’d like to see a chief training officer appointed in the province of Ontario who has some sort of authority to work within most ministries. To make apprenticeships become more of a first choice option.”**

**“I would like to see a chief training officer in the province of Ontario. Not necessarily attached to one ministry. Maybe three ministries that are all working together to benefit workers in Canada.”**

### Challenge 4: Simplicity on the Other Side of Complexity

All of those engaged in the conversation found the current systems for apprenticeship and skills certification to be overly complex, bureaucratic, time-consuming and expensive. In some cases, the bureaucracy was itself enough to deter companies from engaging an apprentice and in others this same concern was enough to deter apprentices from continuing. Rather than simplifying, streamlining and championing the opportunities for expanding the skills trades, the Ontario College of Trades is seen by many engaged in this conversation to be imposing complexity and regulation. Some of the comments make this clear:

**“The more you build barriers, the more you build structures and the more structures we have, the fewer people can get past the barriers. We need to remove barriers, stimulate innovation and develop flexibility.”**

**“If Ontario wants to become more competitive, improve productivity, build greater pride in work, really become a great place to work, then we need to change how we train and develop skills which young people need to work in the trades. We have clung on to an**

old model for too long and it's time to change. Some aspects are strong – mentorship and coaching are critical as is some formal learning and essential skills – but we can use new approaches to design and delivery to get these skills. What we are doing now is just not solving the problem.”

“There have been some improvements in the past 5 years, especially with the arrival of the College of Trades... It has, in theory, started developing metrics and started discussing how we measure achievements in all the trades that it governs... [but] the challenge that now the College of Trades faces is the reality that the completion rates haven't changed one iota since the arrival of the College of Trades.”

The potential of the College of Trades was recognized, its current practices, however, were seen as making it more difficult to enter and complete an apprenticeship.

In the current review of the changing workplace being undertaken by the Ministry of Labour, the Government of Ontario may wish to look at how complex the workplace is to administer and whether existing structures and activities are responding to the real challenge – the skills gaps.

## **WHAT WORKS NOW, BUT COULD BE IMPROVED?**

In this part of the conversation, the focus was on what was working but, with some adjustments, could be much more impactful in terms of closing the skills gaps identified above.

### **Working 1: The Scale of the Government of Ontario Investment**

The scale of the Government of Ontario's investment in skills is seen by those consulted here as significant. It invests over \$1 billion annually in skills training and development through Employment Ontario; it is lowering the costs of college education through free tuition for low income families (starting in 2017-18) and invests over \$300 million annually in over 360 Bridge Training Programs – all in addition to its expenditures on colleges and related initiatives. It also supports the work of the Ontario College of Trades.

The challenge is not the scale of expenditure, but how this expenditure is invested. The recommendations made later suggest new approaches to the uses of this investment, which build on the recommendations

of the Premier's Highly Skilled Work Force Expert Panels report and recommendations<sup>2</sup>.

**"I think that there's enough money being dedicated to the trades, to close the skills gap... And so it's not a resource problem, it's an allocation problem and therefore it's a problem of incentives."**

**"[W]e're not really asking for more money. I think they put a lot of money into education, into training, but it's the allocation that's an issue. And I think that there's a lack of emphasis on outcome, when they do send the money to TDAs. So the point of this is that I don't think we need another bucket of 5 billion dollars to go into it, it's really, look at the system that we have today. Is there a way of allocating that's more efficient? Are TDAs doing a good job of tracking outcomes?"**

### **Working 2: Specialist Skills Programs in High Schools (OYAP)**

Some high schools developed, with the support of specific trades and colleges, skills programs which permit the student to complete part of their apprenticeship while still at school. With some modest admission requirements (aged 16, 16 high school credits, full-time and attendance), students can engage in skills development, work experience and explore apprenticeship.

These programs needs to be expanded and connected to prior work in elementary and junior high schools – high school programs are almost too late.

New programs also need to leverage the focus on STEM and the need for creativity, innovation and problem-solving to be a part of such programs. Project-based work, where a journey person can work with students on an authentic learning task, can make a lot of difference to a student's commitment to enter the skilled trades and continue their learning.

**"School is where the skills trades mindset starts. The sooner we engage the hearts and minds of young people, the better. We need to show them the pride trades people have in their work and engage them in work that builds this pride for them."**

**"I don't want to see us losing sight of the 350,000 students that are sitting in high school and the grades schools that we have there and not... focusing enough on them. We need to get back to the cradle. I think we're trying to work at the medium level but we have to get right to the grass roots... let's get them interested early on."**

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<sup>2</sup> For more information, see <https://news.ontario.ca/opo/en/2016/06/premiers-highly-skilled-workforce-expert-panel-releases-final-report.html>

**“There’s a movement across North America called the STEM movement (Science, Technology, Engineering, and Mathematics) and we need to piggyback on that particular initiative because within that there is technological innovation and the notion that you want to sexy up the trades, it does raise the profile of skills. It can be done in elementary at the earliest level and proceed on up into secondary school.”**

**“I would like to see a significant expansion of technological education and learning opportunities in elementary and secondary [school]. I think we need to start distinctly describing not trades, we shouldn’t use the word trades because that’s a word that folks don’t always understand, but we should be using the word technological education. And technological education should be available, formally, in elementary and secondary... it needs to start in elementary and it needs to be early and often.”**

### **Working 3: The Ontario College of Trades**

When the province created the Ontario College of Trades in 2013, it was intended to be an organization that championed the skilled trades, helping to change the mindsets of young people, and offering a centralized information source. It was tasked with modernizing the skilled trades and protecting the public interest.

The College is in its early stages of development. Even so, the work of the College is already seen by some employers to be restricting entry and progression to the trades, not doing enough to champion the trades or to shift mindsets and not showing courage in modernizing the apprenticeship system. The College has potential but is not seen by those consulted here to be effective in responding to the opportunity to rethink apprenticeship so as to solve the skills gap problem.

A review conducted in 2015 (the Dean Review) suggested some modifications to its functions. There seems to be a collective wish to see the College be successful and it will be if it refocuses on its task: modernize the apprenticeship system and position the trades as a top-of-mind opportunity for young people in Ontario and that this task is increasingly urgent.

Some of the comments make this clear:

**“Time is of the essence. The longer the Government or the College hesitates or delays bold action, the worse the situation will get – we have to act now to make a difference.”**

**“We are not suggesting that we make it easy to secure a ticket, we are saying that the College needs to be much more innovative,**

creative and imaginative to create flexible, varied routes to entry and develop variety of routes to success. More complexity, more rules, more certified trades is not the way to go.”

“I look at this [issue] as an expectation gap and a leadership gap. And again it’s only exacerbated by this demographic [shift], if you will. And the barriers, in my mind, fall underneath all that. And the notion that we need a centralized service... I totally agree with that. I am hoping that at some level the Ontario College of Trades would be that entity. I’m not sure that it is or is to be.”

“I think [of] the notion of technological education as more than just a career path. It’s a learning style and it’s a learning strategy... I also personally believe that the Ontario College of Trades, now don’t get me wrong, I’m not sure if it’s done growing or not, but I think that’s a step in the right direction in centralizing the way we deliver our services and information around the trades... I was kind of hoping that it would be a bright light for the skills trade.”

#### Working 4: Small Contractors and Apprenticeship

Many small construction trade contractors and small business owners, who require certified tradespersons, successfully support and manage apprentices. Whether it is a small local carpenter, plumber, electrician, glazier or hair salon, they are able to support an apprentice through their skills journey.

However, these businesses are finding that supporting apprentices is becoming more complex and bureaucratic, more demanding in terms of supervision, support and time and more expensive. They seek greater flexibility in how apprentices secure their ticket, ease of administration and reporting and a greater understanding of how multi-tasking across skills boundaries is essential for small business success. The more restrictive the trade, the more difficult it is to sustain entry into apprenticeship and ongoing support.

“Finding placements is hard. But once a small contractor hooks up with an apprentice and there is a good fit, they cherish these relationships and opportunities. They build lifelong relationships”.

“Small enterprises don’t have a lot of the capacity to do all the work that they need and that’s why a centralized concierge would be helpful.”

## **Working 5: A Focus on First Nations, Inuit and Métis by Ontario's Public Colleges**

Indigenous peoples are a major resource for communities and trades and a renewed focus on both recruiting them into the trades and supporting their journey through apprenticeship is welcome. Much more needs to be done to enable them to secure their ticket, especially with respect to essential skills development and improved flexibility with respect to how skills are mastered.

These learners benefit greatly from one-to-one journeyman-apprentice ratios, since traditional learning is through elders mentoring and coaching the next generation. In many cases, they do not have ready access to advanced technologies. Creative solutions are being sought and, in several cases, found by Ontario's public colleges working with the trades to increase completion of apprenticeship by Indigenous peoples.

**"This is a great opportunity we are not doing enough to leverage – First Nations youth is a fast growing population, [and] we need to find creative, supportive and direct ways of working with them to help them be successful in the trades."**

## **Working 6: Recruitment is Improving, Placement is Hard**

In all of the conversations, it was noted that even though the skills pipeline remains problematic, there were slight improvements in some regions in recruitment. The challenge is placement. Finding a sustainable base from which an apprentice cannot only maintain their work status but complete their program is hard and becoming more difficult. Some innovation in placement management is emerging (see below), but this needs work.

**"We need to look at some new approaches to centralizing placement supports – helping apprentices find placements and helping firms find apprentices. We may even need to start thinking like Uber and develop an app for that!"**

**"I think that one thing that's coming out is that training is easy but placements are hard... We know how to train but we don't know how to place."**

**"Something that focuses on placements needs to be stand-alone. It cannot be done centrally, because we're too far removed from actual employers on the ground. I think that's part of the problem... you have someone in an ivory tower, way too far away with no individual connection with employers or the students. I don't think there's a secret to placements. I think it's just a lot of hard, on-the-ground work."**

Some employers have created a non-profit charitable organization focused on placement and support for small firms. Acting as a kind of concierge service for apprentices, it matches firms willing to hire with those seeking to be hired and undertakes some of the administrative and record keeping work for placement.

### **Working 7: Community Partnerships**

In some parts of Ontario, but not all, there are strong and effective partnerships between community organizations focused on skills – especially essential skills – and employers and the trades. These need to be strengthened and funded in sustainable ways, provided they continue to deliver to outcomes and have the impact intended. In this regard, Skills Ontario needs to be supported and encouraged to continue its outreach and creative work.

## **BIG IDEAS FOR CHANGE**

There is no shortage of creative and imaginative ideas for change generated throughout the engagement process. What follows is a catalogue of the key ideas developed during the conversations.

### **1. A Chief Training and Skills Officer for Ontario**

The idea here is that a Chief Training and Skills Officer who champions the skills agenda across government and its agencies. Working from the Premier's Office and reporting to the Premier, this individual and a small staff seek to influence policy and decisions so measurable progress can be made on changing the mindset of young people, improving the pipeline of apprentices and narrowing the skills gaps. While not all of this work relates to government – some of it relates to the ways in which schools, colleges and universities position vocational education and the ways in which the trades function. A vocal champion helps ensure the issues confronting the trades are top on mind when key decisions are made.

### **2. Rethinking the Work of Skills with Respect to K-12 Education**

Students at elementary school can begin to think about vocational decisions, reinforced by role models and the kind of activities in which they are engaged as students. More needs to be done from elementary through high school to position the skilled trades as a desirable first choice and equal to other choices they have. Active project work, focused on authentic tasks requiring the experience of skills used by the trades as well as an expansion of OYAP, would help strengthen the pipeline.



### 3. Rethink Apprenticeship in a Fundamental Way

The current model of time-based, ratio driven and restricted practice-based definition of a trade is the historical approach to apprenticeship in Ontario, across Canada and around the world. But this approach is changing in many jurisdictions and it is felt that now is the ideal time for change here in Ontario.

There is strong support among employers for a bold, imaginative rethink of how a trade is defined (more multitasking, reflecting the current realities of the workplace and emerging practice), how skills are acquired, how learners are supported, how competency and capabilities are assessed. There is also encouragement for the use of e-learning, new approaches to e-assessment of skills, competencies and capabilities and for a modular, stackable approach to learning (see Appendix 1).

The Closing the Skills Gap discussion paper (Appendix 1 attached) explores the proposition of a modular, stackable approach to apprenticeship in which skills and capabilities are identified, offered as a module and assessed. Individuals who can demonstrate competence and capability can be certified for that skill. To secure a specific ticket, they need to “stack” a specific set of modules. Some Red Seal programs are already experimenting with this approach with great success. It should be expanded to all Red Seal and all trades.

This requires a rethinking of how learning is delivered. In some jurisdictions around the world, significant use is being made of simulations, serious games, online learning and video-based assessment technologies. In the United Kingdom, the apprenticeship degree was launched to enable apprenticeship to be automatically ladderred into an undergraduate or Masters level degree. If Ontario wants to close the skills gap, and position itself as a leader in North America in doing so, it will not achieve success by doing what it has always done with tighter restrictions. Now is the time for bold, new thinking.

Ontario’s colleges are well positioned to respond to these new approaches to flexible, modular, stackable credentials. They are amongst Canada’s leaders in online learning and, as can be seen from many of the projects currently underway, they are leveraging simulation and gaming technologies, virtual reality, new approaches to assessment in their work. The proposals here are intended to enable the Colleges to offer more flexible routes to success, not to inhibit their work.

Related to this is the recent recommendation of the European Commission in its skills strategy to provide a skills guarantee. Such a guarantee has three components: offering to every adult who does not possess a post-school certificate, trades ticket, diploma or degree: (a)

a skills assessment, enabling them to identify their existing skills and their up-skilling needs in a domain of interest to them; (b) a package of education or training tailored to the specific learning needs of each individual, and (c) opportunities to have their skills validated and recognized. This enables “gap-based” personalized learning agendas to be developed as well as increasing the pipeline of people wishing to pursue skills. This is exactly in line with the thinking in the attached Closing the Skills Gap discussion paper.

#### **4. End the Monopoly Position of the Training Delivery Agent (TDA)**

Training is a marketplace. There should not be a market monopoly over training delivery: skill seekers deserve choice and, to meet the skills gap, provision through TDAs needs to be expanded, not limited.

Expanding the number of TDAs and their reach can increase the flexibility of such offerings through modular, flexible and stackable approaches to training, focusing on assessing capabilities and competencies in rigorous and systematic ways can create new routes to success for those seeking to enter the skills trades.

Once approved, an apprentice can choose their TDA and the money available to support that training should follow the apprentice.

The Ontario College of Trades should encourage collaboration, variety in approach and innovation in the work of the TDAs it approves.

**“Right now, they [the TDAs] have a monopoly in several trades... And so getting rid of the monopoly status of the TDAs, I think, would be a very good step forward. Because it would create competition, and competition in theory would improve the service, both to trainees, or to eventual employees as well as employers who could potentially start new partnerships with those TDAs.”**

**“I think we all agree that the TDA structure is part of the monopoly that’s restricting things in Ontario.”**

**“It’s time to revisit the whole notion of what a TDA is and who holds the seat of that.”**

#### **5. Expand the Work of Support Ontario Youth**

This charitable organization was created to make it easier for both individuals seeking apprenticeship and those willing to offer placement to do so. It seeks to centralize support for firms, reduce red tape and enable placement. The work is sponsored by the electrical trades, but could quickly be expanded or replicated by other trades.

## 6. Be Aware of the Future

We need to be acutely aware of the growing pace of change and its implications for both what we do and how we do it. Seeking to reinforce a model of apprenticeship rooted in a past age is not a response we seek to encourage for a future-ready, highly skilled Ontario.

The Government of Canada's Advisory Council on Economic Growth is acutely aware of the skills gap and is concerned that Canada is not moving quickly enough to position itself for a rethinking of what skills it needs to be competitive and how it can close the current and future skills gap. It proposed the creation of a FutureSkills Laboratory to support innovations in skills development<sup>3</sup>. It suggests this work is urgent.

There was strong support for this analysis – it is urgent we enable innovation and change in skills development. In our view, Ontario is well positioned to show national leadership through bold and courageous innovation.

### WHAT NOT TO DO

Our conversations also generated a catalogue of what needs to be avoided and what not to do.

Do not...

1. ...make accessing the trades and skills learning more difficult by introducing more regulations and more bureaucracy.
2. ...lose focus on the 350,000 young people in high school – seek to change their minds nor reinforce their bias against skilled trades. Showcase the possibilities and do so with pride. Nor forget the unemployed or underemployed adults who could benefit.
3. ...focus on completion rates for the existing apprenticeship system – focus on what needs to happen to change the system and reinvent learning for skills.
4. ...increase the number of compulsory certified trades, reduce them and focus instead on competencies and capabilities.
5. ...favour one trade over another and see the future as being about multi-tasking not restrictive trades.
6. ...favour unions over employers or large employers over small employers – see the future as an opportunity for collaboration and co-operation.

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<sup>3</sup> For more information, see <http://www.budget.gc.ca/aceg-ccce/pdf/skills-competences-eng.pdf>

7. ...neglect investment in essential skills – our young people need level 4 and 5 literacy skills and strong numeracy skills to be effective and successful.
8. ...wait to follow the lead of other jurisdictions, be courageous and lead and show true Ontario innovation.
9. ...see apprenticeship as an end in itself – see it as a starting point for a lifelong commitment to skills development and learning.
10. ...forget that this work is about the future of every citizen in Ontario – a competitive, highly productive economy depends on the quality of the skilled workforce.

## **A COMMITMENT TO ACT AND BE CHAMPIONS FOR SKILLS IN ONTARIO**

These conversations were characterized by a high level of engagement and commitment to change and for a different future for skills education and development in Ontario. The support for innovation and change is strong as is the recognition that the path forward will require all to change and to co-operate. There is a willingness to act and to be champions for skills.

## **WHAT WE DID NOT HEAR**

While we address in this paper many of the aspects of the apprenticeship system as it exists presently in Ontario, it is not an exhaustive study. It represents the feedback from a consultation with leading employers and their suggestions as to what is needed.

There are many aspects of the system in Ontario that are tangentially commented upon. For example, the admission to and control of placements of apprentices is clearly a major concern. What is implied is that it must be more open, transparent, flexible, inclusive, adaptive. Some innovations are already taking place but more is needed.

The various roles of all of the key stakeholders have not been addressed or given “equal” air time in this paper, which is a summary of what employers engaged in this process said.

But it is clear that, if we are to be successful in closing the skills gaps, a more open market place must exist. Youth should be able to start early, be able to accumulate an understanding of the value of a trades career, plus develop skills and competencies. They must be able to be assured

that their pathway will open up opportunities, not only for training but also employment. Adults must be encouraged to enter a field of choice from a broad range of trade options.

Most of all we need an apprenticeship system that serves the needs of the citizens and economy of Ontario.



## APPENDIX I

# Closing the Skills Gaps: A Way Forward for Apprenticeship and Skills Development in Ontario

A Discussion Paper

# Closing the Skills Gaps: A Way Forward for Apprenticeship and Skills Development in Ontario

## A Discussion Paper

Accountant to CEO: *“What happens if we invest in our people and then they leave us?”*

CEO replies: *“What happens if we don’t and they stay?”*

### THE PURPOSE OF THIS DISCUSSION PAPER

This paper is intended to encourage and enable an inspired conversation about the future of skills development, especially apprenticeship. It is provided so that the stakeholders – learners, employers, unions, educational providers and government – can focus on what needs to happen for effective skills development aligned with the future of the province and its workforce. There is a strong commitment to action on skills amongst all stakeholders. This paper suggests what these actions could be like and where Ontario could engage in breakthrough innovation in skills development to support its future.

Indeed, there is a real opportunity for Ontario to show significant leadership in North America with respect to skills. The recent report of the Premier’s Expert Panel on Skills sets the stage for the next stage in the skills innovation journey. This leadership comes from:

- The substantial investments in skills development made by all engaged in skills within Ontario.
- The innovative approaches to skills seen in pockets within firms, colleges, communities and by learners themselves.
- Emerging technologies for learning – fed by a strong educational technology sector based in Ontario – which would enable more rapid and effective deployment of both learning and skills assessment.

- The strong commitment of the Government of Ontario to the skills agenda, exemplified by the renaming of the Ministry of Training, Colleges and Universities – now called Advanced Education and Skills Development – and by its substantial fiscal investment in skills-focused programs in higher education.
- The strong partnerships between employers, colleges and universities in Ontario focused on the skills agenda.

The paper includes a range of action items provided as suggestions to advance the potential of Ontario as a leader in skills.

People need to develop skills today that will allow them to succeed in jobs that in some cases do not yet exist, to use technologies that have not yet been fully developed or invented, and to solve both known problems and problems that have not yet been identified. While none of us knows for sure what challenges and opportunities the future holds, what is certain is that we will face them with the skills we develop today. The individuals developing these skills need to be adaptive, capable and willing to learn.

## SETTING THE CONTEXT

At the moment, there are 156 apprenticeship skilled trades in Ontario, 22 of which are designated as “compulsory”, which means those practicing these trades must either be a registered apprentice or hold a Certificate of Qualification (C of Q). Ontario also has 47 Red Seal trades, some of which are compulsory. Individuals holding a Red Seal qualification may practice their skilled trade anywhere in Canada – the Red Seal examination being the only assessment such an individual is required to complete to secure both their C of Q and their Red Seal certification.<sup>1</sup>

During the last decade, employers, unions, colleges, government and other bodies have worked diligently to expand apprenticeship, promote their value and increase the outputs from apprenticeship programs. New investments have been made by all concerned so that Ontario can build a modern, focused and effective apprenticeship system. Ontario has created a College of Trades, supported significant tax incentives for employers to take on apprentices, increased investments in colleges to better equip them to provide skills and trades education, encouraged

*Real investments  
in skills by all*

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<sup>1</sup> The Red Seal is determined by a Federal-Provincial organization known as the Canadian Council of Directors of Apprenticeship. For more information, see <http://www.red-seal.ca/about/ccd.1-eng.html>



public/private sector partnerships around skilled development and increased both employer and public investments in the apprenticeship system. Unions have encouraged their members to act as mentors and coaches for apprenticeship, and more firms have come on board to offer places for apprenticeship. A significant and sustained effort has been made to find and sustain a common understanding, interest and commitments amongst these stakeholders to secure the skills needed for the future of Ontario.

There have also been significant efforts to improve access to apprenticeship for women, improve quality and to innovate in the process of learning and assessment for apprenticeship. The growth of high school apprenticeship programs across Ontario through the Ontario Youth Apprenticeship Program (OYAP), in which over 24,000 students are involved is a testimony to such innovation and commitment.

### *The Dean Report and the College of Trades*

The College of Trades, established in 2009, has become a focal point for the development of apprenticeship. A recent review of the College of Trades - the Dean Review (November 2015) – suggested modifications and improvements to some aspects of the College’s operations. In particular, it makes 28 recommendations for change to the Ontario College of Trades, including:

- A robust system for future trade classification reviews that take place outside of the college structure.
  - New criteria for journeyman-to-apprentice ratio reviews that incorporate data related to demographic and labour market information, economic impact and the demand for skilled trades in different regions across the province.
1. **New options for employers and workers to appeal college enforcement actions so that the way in which the College enforcement works can target the underground economy (people working in regulated trades without the appropriate training) and high-risk activities (people undertaking work they are not appropriately trained to do).**

The Dean recommendations are in the process of implementation. While not all welcomed the recommendations<sup>2</sup>, they have been endorsed by a number of employer organizations and trade unions.

The Dean Review was a major milestone in the work of the College and in the field of apprenticeship in Ontario. It confirmed the general strategic

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<sup>2</sup> See a summary of reaction here: <http://ontarioconstructionreport.com/who-wins-who-loses-with-dean-report-on-ontario-college-of-trades/>

## Low participation rates in apprenticeships

direction of the College and made recommendations which will improve its performance.

More recently, the Premier asked an expert panel to look critically at the skills agenda and strategy being pursued by Ontario. Their report *Building the Workforce of Tomorrow: A Shared Responsibility*<sup>3</sup>, published in June 2016, focuses attention on several aspects of the skills agenda, which require the attention and commitment of all stakeholders working together. In particular, the report calls for:

- New planning partnerships between government, employers, unions and educational providers to rethink the design, development, deployment and delivery of skills and support for learning.
- Significant improvements in workforce planning and information for all engaged in the employment, education and planning.
- Significant expansion of experiential and work-based learning for all in high school, college and university so that there is a stronger opportunity for young people to understand and engage with the world of work and are more aware of the opportunities available to them.

The report, which has been well received, suggests that significant changes are needed to the design and delivery of apprenticeships and skills and that there needs to be a focus on the win-win opportunities for all – employers, learners, communities, educational institutions, unions and government – in any redesign and reimagining of the skills supports and infrastructure.

A strong signal has also been sent re the renaming of the former Ministry of Training, Colleges and Universities (MTCU), which is now called the Ministry of Advanced Education and Skills Development. This strong commitment to a skills-focused agenda could not be clearer.

Many now want the College of Trades to more aggressively promote trades and skills apprenticeship and education so that the “skills gap” can be narrowed and apprenticeship be seen as a valued route to employment – just as valuable as a university education. Although the number of individuals who are learners in apprenticeship programs has doubled in Canada since 2000, the participation rates across Canada are much lower than in several other countries (e.g. Germany, Austria, Switzerland)<sup>4</sup>. Indeed, participation rates (% of apprentices within the

<sup>3</sup> Available at <https://www.ontario.ca/page/building-workforce-tomorrow-shared-responsibility?ga=1.136817911.658069412.1463076350>

<sup>4</sup> Source: Campbell, J. et al (2011) Apprenticeship Training in England - Closing the Gap? Journal of Contemporary European Studies, Volume 19(3), pages 365 – 378. Available at [https://www.academia.edu/1094235/Modern\\_Apprenticeships\\_in\\_the\\_UK\\_and\\_Germany\\_with\\_Emily\\_Thompson\\_and\\_Jim\\_Campbell](https://www.academia.edu/1094235/Modern_Apprenticeships_in_the_UK_and_Germany_with_Emily_Thompson_and_Jim_Campbell)

labour force) in Ontario is low at 2.2% when compared to other Canadian provinces, such as Alberta (3.6%) or British Columbia (2.9%)<sup>5</sup>. Worse, more coming into apprenticeship does not mean more apprentices coming out of the system – retention and completion rates are low, as we shall show later in this paper. Just 37% of the Canadian workforce are classified as employees in skilled trades, yet just one quarter of these hold a certification appropriate for the work they undertake and this number is falling, not rising<sup>6</sup>.

There is always much to do to improve both take-up rates, program quality and engagement in learning, completion rates and the speed of completion for those seeking trade certification. The challenge is to equip Ontario with a skilled workforce that is both capable and ready to grow the Ontario economy but also to adapt and support gains in productivity through effective and efficient working and innovation.

Apprenticeship is about preparing the workforce for both the current and the next economy, which is why this present paper asks: what do we need to do to engage and help more apprentices succeed and what changes do we need to make for a forward looking apprenticeship and skills development system?

Some occupations – truck drivers, skilled trades, registered nurses, dental technicians and hygienists, cooks, financial managers, healthcare technicians – are in constant high demand in Canada<sup>7</sup>. Just one of these sectors – trucking – illustrates the challenge. Canada is looking at shortages in the supply of qualified truck drivers of 25,000 and an additional 50,000 are being sought in the US by 2020<sup>8</sup>. Construction workers are also in high demand – 85,000 new hires are needed to cope with new demand and retirements by 2024 in Ontario alone<sup>9</sup>.

All this before we begin to explore new skills and trades which are emerging in the light of advances in technology. For example, the Siemens Mechatronic Systems Certification Program<sup>10</sup> is an industry skills certification offered together with partner schools worldwide. Mechatronics is the integration of mechanics, electronics, control and systems theory, and computers into a single system used within production and manufacturing, to optimize its efficiency, productivity, and

*Demand for skills outstrips supply for some skills*

*New skills are emerging requiring new skills training*

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5 Fuller, A. and Unwin, L. (2014) *Contemporary Apprenticeship- International Perspectives on an Evolving Model of Learning*. London: Routledge.

6 *ibid* at page 78

7 15 in Demand Jobs in Canada That Are Waiting to Be Filled Right Now, October 2015 <http://careers.workopolis.com/advice/15-in-demand-jobs-in-canada-that-are-waiting-to-be-filled-right-now/>

8 <http://www.conferenceboard.ca/topics/energy-enviro/truckdrivers.aspx>

9 The Driver Shortage is Real – Ontario Trucking Association at <http://ontruck.org/exec-panel-the-driver-shortage-is-real/>

10 For a description see <http://www.siemens-certifications.com/content/0/9131/9147/>

quality. First developed at Siemens' *Technik Akademie* Berlin in Germany, Siemens Canada can now provide a three-tier mechatronics certification program to students in collaboration with universities and colleges across Canada. The University of Waterloo, McMaster University, Mohawk College, Sheridan and Seneca College are partnering with Siemens to provide this program in Ontario<sup>11</sup>. This is just one of many new skills and trades emerging in Canada. Our skills system has to respond quickly and effectively to the need for emerging skills and competencies in an age of robotics, artificial intelligence and new products and materials. Otherwise our skills gaps will get worse, not better.

Selected trades in the labour supply are likely to continue to experience greater shortages than might be expected from Canada's workforce growth and change data<sup>12</sup> – we have a skills gap between available employees and the skills employers are looking for in certain industry sectors and occupations<sup>13</sup>. In particular, there is a skills gap given Ontario's inability to match available skilled employees with available work opportunities to an extent that falls behind that of other provinces<sup>14</sup>. This is despite the very high post-secondary attainment rate of Ontarians. A high proportion (53.6%)<sup>15</sup> of the Canadian workforce holds a post-secondary qualification which, when compared to many other jurisdictions, places Canada at the top of the OECD league table for this measure<sup>16</sup>. Quebec and Ontario lead Canada with an attainment rate of 74% and 69% respectively. Indeed, if Ontario were a country it would rank third in the world for educational attainment for its 25- to 34-year-olds behind Korea and Japan<sup>17</sup>.

In Ontario, 33.2% of the workforce holds a college diploma, Red Seal or a Provincial Trade Certificate. While this compares well with the US (10.4%)<sup>18</sup>, it is below the rate in the rest of Canada. A part of the reason for this is the low rate of graduation from apprenticeship programs – Ontario has the second lowest rate of the major provinces in Canada at just 46.8%. Much more needs to be done to increase

### High educational attainment in Ontario

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11 See more at: <http://www.automationmag.com/education/news/5031-siemens-partners-with-seneca-sheridan-college-for-mechatronics-training#sthash.7Blyu0W7.dpuf>

12 See <http://www.statcan.gc.ca/pub/11-010-x/2011008/part-partie3-eng.htm>

13 The State of the Canadian Labour Market (2014) <http://www.budget.gc.ca/2014/docs/jobs-emplois/pdf/jobs-emplois-eng.pdf>

14 Graduates in the Economy – Environmental Scan 2015. Colleges Ontario. Available at [http://www.collegesontario.org/research/2015 Environmental Scan/CO EnvScan 15 GradsintheEconomy WEB.pdf](http://www.collegesontario.org/research/2015%20Environmental%20Scan/CO%20EnvScan%2015%20GradsintheEconomy_WEB.pdf)

15 Statistical data set available at <https://data.oecd.org/eduatt/adult-education-level.htm> - dated 2014.

16 Statistical data set available at <https://data.oecd.org/eduatt/adult-education-level.htm> - dated 2014.

17 Source: Colleges Ontario at [http://www.collegesontario.org/research/2015 Environmental Scan/CO EnvScan 15 GradsintheEconomy WEB.pdf](http://www.collegesontario.org/research/2015%20Environmental%20Scan/CO%20EnvScan%2015%20GradsintheEconomy_WEB.pdf)

18 See [http://www.manpowergroup.com/wps/wcm/connect/db23c560-08b6-485f-9bf6-f5f38a-43c76a/2015\\_Talent\\_Shortage\\_Survey\\_US-lo\\_res.pdf?MOD=AJPERES](http://www.manpowergroup.com/wps/wcm/connect/db23c560-08b6-485f-9bf6-f5f38a-43c76a/2015_Talent_Shortage_Survey_US-lo_res.pdf?MOD=AJPERES)

completion, accelerate program activity and secure strong commitment from employers.

### *Essential skills level declining in Canada*

A second reason is the ongoing challenges within Canada around essential skills – Canada ranks 10<sup>th</sup> in literacy and 13<sup>th</sup> in numeracy on the OECD’s survey of adult skills<sup>19</sup> – an offshoot of the Program for the International Assessment of Adult Competencies (PIAAC). While better than its major competitors (the US and the UK), it is declining rather than rising. Firms that have workers with higher essential skills report higher employee retention rates, lower absenteeism, better health and safety records, increased customer satisfaction, reduced need for supervision, increased production quality and increased productivity. All of these contribute to improved profitability. One recent study found a 23% rate of return on a high-quality essential skills training investment of \$2,500 per employee, in the first year. Workers also benefit from having higher essential skills. They find it easier to learn, have higher incomes and fewer periods of unemployment, and are in better health<sup>20</sup>.

### *Underrepresented groups in the workforce*

A third reason is the lack of employment by underrepresented groups in the workforce - aboriginal, immigrant and individuals with disabilities. They remain challenged, even when they hold a post-secondary qualification, with 20% or higher unemployment rates.<sup>21</sup> All of these issues affect Canada’s productivity and competitiveness. In the most recent (2015-16) analysis of global competitiveness, Canada ranks 13<sup>th</sup> in the world, up two places from the 2014-15 rankings<sup>22</sup>. Problem areas that keep us down the rankings – Canada was 8<sup>th</sup> in 1999<sup>23</sup> – are our poor scores on measures of company investment in R&D and innovation capacity, as well as our low scores on business sophistication<sup>24</sup>. Firms need to invest more in their own processes and capacities so as to improve their competitive position – skills represent one of the areas for these inward investments.

### *Productivity*

A related problem area is the productivity of Canadian firms. Canadian productivity growth has lagged the productivity performance of United States and many other major industrial countries for nearly three decades

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19 See <http://www.universityaffairs.ca/news/news-article/canada-at-the-middle-of-the-pack-in-oecd-adult-skills-survey/>

20 Lane, J. and Murray, T.S. (2015) *Smarten Up – Its Time To Build Essential Skills*. Calgary: Canada West Foundation. Available at [http://cwf.ca/wp-content/uploads/2015/10/CWF\\_HCP\\_Smart-enUp\\_Report\\_JUN2015.pdf](http://cwf.ca/wp-content/uploads/2015/10/CWF_HCP_Smart-enUp_Report_JUN2015.pdf)

21 See [http://www.nsf.gov/statistics/wmpd/2013/pdf/nsf13304\\_digest.pdf](http://www.nsf.gov/statistics/wmpd/2013/pdf/nsf13304_digest.pdf)

22 The Global Competitiveness Report, 2015-16 [http://www3.weforum.org/docs/gcr/2015-2016/Global\\_Competitiveness\\_Report\\_2015-2016.pdf](http://www3.weforum.org/docs/gcr/2015-2016/Global_Competitiveness_Report_2015-2016.pdf)

23 Annual Competitiveness Report, 1999 available at <http://www.competitiveness.ie/Publications/1999/Annual-Competitiveness-Report-1999.pdf>

24 See tables at pages 8-14 and more detailed analysis in the country profiles at The Global Competitiveness Report, 2015-16 [http://www3.weforum.org/docs/gcr/2015-2016/Global\\_Competitiveness\\_Report\\_2015-2016.pdf](http://www3.weforum.org/docs/gcr/2015-2016/Global_Competitiveness_Report_2015-2016.pdf)

– it averaged 88.58 index points from 1981 until 2015<sup>25</sup> while the US average was 106<sup>26</sup>. As a result, there is a significant income gap between Canadians and Americans – estimated at \$7,000 per capita, and rising<sup>27</sup>. Underlying this productivity challenge is our business sophistication<sup>28</sup> and the skill sets of employees – we need to ensure we have the right tools used in the right way by people with the right skills to enable productivity gains<sup>29</sup>. This shows itself in Canada’s continued poor showing on the World Economic Forum’s competitive index, where Canada now ranks 15<sup>th</sup> in the world, down two places from our position in 2015-16<sup>30</sup>.

Canada in general and Ontario, in particular, needs to rethink its approach to skills development, lifelong learning, and workplace design so that we can increase productivity, competitiveness and the adaptive capacity of firms and organizations to innovate. So as to enable social and economic development, securing and sustaining investment in skills by the Provincial Government, employers, unions and industry associations is essential. This is not someone else’s problem – it is all our problem.

Here is how we can summarize the context in which we explore what we need to do to close the various skills gaps we identify below:

1. Business needs skilled workers and over time needs workers to continue to upgrade their skills. In this context, apprenticeship has to be good for business for it to be valued.
2. Investing in skills development is intended to improve firm and organizational performance, productivity and competitiveness while at the same time creating the conditions in which firms and organizations can innovate to compete. Apprenticeship is a starting point for closing the skills gaps which firms and organizations face.
3. Apprenticeship benefits workers – it helps them increase earnings, secure sustainable employment and provides a skills base which can be a starting point for entrepreneurship.
4. Apprenticeship and investment in skills must produce a return for Government, firms and unions if it is to be successful.

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25 See Statistics Canada productivity data sets at <http://www.tradingeconomics.com/canada/productivity>

26 ibid

27 See Productivity in Canada – Opportunities and Challenges at <https://hillnotes.wordpress.com/2015/11/25/productivity-in-canada-opportunities-and-challenges/>

28 ibid, but also look again the World Economic Forum analysis of Canada’s competitiveness referenced above.

29 See Globe and Mail, September 17th 2015 at <http://www.theglobeandmail.com/news/we-asked-10-canadian-economics-experts-onequestion/article26384723/>

30 See World Economic Forum Competitiveness Index 2016-17 at [http://www3.weforum.org/docs/GCR2016-2017/05FullReport/TheGlobalCompetitivenessReport2016-2017\\_FINAL.pdf](http://www3.weforum.org/docs/GCR2016-2017/05FullReport/TheGlobalCompetitivenessReport2016-2017_FINAL.pdf)

See Productivity in Canada – Opportunities and Challenges at <https://hillnotes.wordpress.com/2015/11/25/productivity-in-canada-opportunities-and-challenges/>

To reinforce this general need for change, a recent study by McKinsey suggests that, while 83% of Canadian educational providers believe they are developing high performing graduates with relevant skills, only 44% of their graduates agree and just 34% of firms share this view<sup>31</sup>. More needs to be done to bring the stakeholders into alignment on both what needs to be done and how. There is a need to leverage the skills, resources and commitment of the stakeholders and to focus and align the energies available to improve skills outcomes for Ontario.

### Discussion

1. Do you agree with this set of context issues – what would you add, change or remove?
2. Do you think this gives a fair picture from which to launch a discussion of skills and how we might respond to the skills challenge?

## WHAT ARE THE SKILLS GAPS?

The claim that there is a skills gap – a gap between the skills potential employees possess and those needed by employers – is a reasonable claim. But the skills gap is in fact more complex. It is a “wicked” problem with several different layers. We capture the elements of complexity in the following list of six skills gaps:

### Gap 1: The Basic Gap: The Gap Between What Employers are Seeking and What they Can Find

This is the gap everyone talks about – “we can’t find workers with the skills we need”. According to the Conference Board of Canada’s Ontario Employer Skills Survey<sup>32</sup>, a significant percentage of employers are currently seeking employees with trades training. Survey data from the Ontario Chamber of Commerce (2013) reveals that 30 percent of businesses in Ontario have had difficulty filling a job opening over the last 12 to 18 months, due to the fact that they could not find someone with the right qualifications. This shortage is most prominent in those sectors that rely most on skilled trades—transportation, infrastructure, manufacturing, engineering, and the situation may be deteriorating - between 2013 and 2016 there was a 9%increase to the number of

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31 McKinsey & Company. Youth in Transition: Bridging Canada’s Path from Education to Employment. 2015.

32 Source: <http://www.conferenceboard.ca/e-library/abstract.aspx?did=5563>

employers having a hard time trying to recruit the right person for a position<sup>33 34</sup> - a number of new strategies are emerging which may help alleviate this pressure.

## **Gap 2: The Expectations Gap**

This is the gap between what employees expect in the workplace and what employers offer. This is a complex gap, most often related to the very different expectations for the nature of work held by millennials and those held by an older generation<sup>35</sup>. But it can also be related the difference between how an individual was trained in a particular way of working and how that work is undertaken in the organization they now work for – different methods, technologies, business processes.

## **Gap 3: The Productivity Gap – The Skills We Need to Develop to Significantly Improve Productivity**

The skills needed to practice adaptive and agile management, lean manufacturing, efficient and effective service need improvement. Leadership, communication and strategic human resource management are all skills which need strengthening. Skills Canada reports that 40% of new jobs created in the next decade will be in the skilled trades. However, currently only 26% of young people aged 13 to 24 are considering a career in these areas<sup>36</sup>. Once on the job, they also need investment in their skills so as to significantly improve Canada's productivity, which is significantly lower than in many other jurisdictions around the world<sup>37</sup>.

## **Gap 4: The Leverage Gap – The Underutilization of Skills in the Workforce**

Once employees are in the workplace, do we fully leverage the skills they have? This is fundamentally a problem about the way we design work and how human resource management functions in the workplace, but it also reflects our lack of focus on employees as people with needs for learning and development. We might also ask if we are underutilizing the apprentices within the workplace – for training, productivity improvement and the development of their collaborative skills.

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33 Ontario Chamber of Commerce (2016) Emerging Stronger 2016 available for download at <http://www.occ.ca/issue/emergingstronger/>

34 Sullivan, K. (2016) Passport to Prosperity. Toronto: Ontario Chamber of Commerce

35 Dill, K. (2015) *Broken Ladders – Why Millennials Can't Find Work and How we Get Them Hired*. New York: Forbes. See also PriceWaterhouseCooper (PWC) 2015 – Millennials at Work – Reshaping the Workplace. Available at <https://www.pwc.com/gx/en/managing-tomorrows-people/future-of-work/assets/reshaping-the-workplace.pdf>

36 Spence, R. (2012) Skilled trades talent shortage is next crisis for Canadian business. Financial Post 3 Sept. <http://business.financialpost.com/2012/09/03/skilled-trades-talent-shortage-is-next-crisis-for-canadian-businesses>

37 See various editions of the Canada Productivity Review at <http://www.statcan.gc.ca/pub/15-206-x/15-206-x2014037-eng.htm>



## Gap 5: The Futures Gap – The Gap Between Current Skillsets and the Skills We Need to Become Competitive in the 4<sup>th</sup> Industrial Revolution

The World Economic Forum suggest that the 4<sup>th</sup> Industrial Revolution now underway and that it requires different skills from the last IT driven revolution and we are not really developing these skills well<sup>38</sup>. In addition to “hard” technical skills required for a trade or occupation, the emerging industries require creativity, collaboration, emotional intelligence, judgment and adaptive capacity. These “soft” skills, according to the World Economic Forum, are critical for new enterprises and for the reinvention of existing industry sectors. New trades are emerging all the time – e.g. [Mechatronics](#)<sup>39</sup>. We need learning systems which are quickly adaptable to emerging skill needs. In this context, it is worth noting that four out of five positions lost in manufacturing in North America since 2000 have been lost to automation<sup>40</sup>.

## Gap 6: The Skills We Need to Build a More Innovative and Sustainable Economy

Canada’s ability to innovate is declining, not growing. We need the skills to problem-find, develop new products and services and get them to market faster than our competitors. There are a variety of profiles of this skill set, such as those suggested by the Conference Board<sup>41</sup>, but the key is to build the adaptive capacity of firms and organizations and to develop a problem-solving, growth oriented mindset for all employees.

So as to respond to these six skills gaps, there are several actions that need to be taken and all will involve each of the educational providers, regulators, unions, the Federal and Provincial Government, employers, unions and individual learners starting to think differently about skills and their acquisition. There needs to be stronger collaboration and coordination of effort, currently fragmented and undertaken in many different siloes, aimed at rethinking apprenticeship and accelerating skills acquisition.

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38 See <https://www.weforum.org/agenda/2016/01/the-10-skills-you-need-to-thrive-in-the-fourth-industrial-revolution>

39 Siemens launches mechatronics programs at Ontario Colleges – available here: <http://www.canadianmanufacturing.com/technology/siemens-launching-mechatronics-program-ont-colleges-145517/>

40 See Financial Times, December 2<sup>nd</sup> 2016 at <https://www.ft.com/content/dec677c0-b7e6-11e6-ba85-95d1533d9a62>

41 See <http://www.conferenceboard.ca/cbi/innovationskills.aspx>

## Discussion

1. Do you agree with this list of skills gaps – would you add, take away or refine this list?
2. Which of these gaps affects your organization the most?
3. Of these gaps, which is the most urgent for us to attend to?

## RESPONDING TO THE SIX SKILLS GAPS

We have suggested that the skills gap is a complex, wicked problem with a variety of layers. One particular range of issues relates to trade skills – essential to a robust, growing economy. Whether we are looking at compulsory trades (those with set standards which have to be met so as to be able to work as a journeyman – Red Seal and Provincial standards of practice)<sup>42</sup> or unregulated trades where no licence, certificate or registration is required to work, we need to understand what the challenges are before we can determine how best to respond.

Ontario has a large apprentice program with some 172,686 participants in 2013 and growing each year. Though by far the largest program in Canada, it also has one of the lowest completion rates in the country and a low participation rate by women (23.5%)<sup>43</sup>. According to the Higher Education Quality Council of Ontario, less than half of Ontario's apprentices are completing the requirements of their program within two years of their expected completion date. In fact, the average completion rate across all trades in Ontario (2000-2012) was 37%, though it reached 46.8% in 2012. Many other jurisdictions – Manitoba (68%), New Brunswick (65%), Saskatchewan (61%) and Nova Scotia (61%) – have much higher completions, albeit for smaller enrolments<sup>44</sup>. As an international comparison of apprenticeship (Steedman, 2010)<sup>45</sup> also shows, many other jurisdictions also have much higher completion rates – Austria, for example, has a completion rate of 85% and Switzerland 91%. Data for the US is difficult to capture, since States record program activities differently.<sup>46</sup> However, in construction trades completions are at 39%<sup>47</sup> and

Low apprentice  
completion rates

42 For a list of regulated trades, see <http://www.collegeoftrades.ca/wp-content/uploads/Trades-with-C-of-Q-Examinations-ENG-2015-12-01.pdf>

43 See *Women in Apprenticeship Education* at <http://www.oyap.ca/students/women-in-apprenticeship>

44 See Refling, E. and Dion, N. (2015) *Apprenticeship in Ontario – An Exploratory Analysis*. Higher Education Quality Council of Ontario.

45 Steedman, H. (2010) *The State of Apprenticeship in 2010*. Available at <http://cep.lse.ac.uk/pubs/download/special/cepsp22.pdf>

46 But see [https://www.doleta.gov/oa/data\\_statistics.cfm](https://www.doleta.gov/oa/data_statistics.cfm)

47 See Bilginsoy, C. (2003) *The Hazards of Training – Attrition and Retention in Construction Industry Training Programs*. *Industrial and Labour Relations Review*, Volume 57(1) at pages 54-67

in other trades completion rates are similar to those in Ontario.

Given that a key feature of the basic skills gap is the number of individuals who begin apprenticeship and do not complete, we need to understand why so many start and do not finish. The major reasons for non-completion are many and varied, according to the available literature<sup>48,49</sup>, but include:

- Employment-related reasons are the most commonly cited reasons for not completing an apprenticeship. These include experiencing interpersonal difficulties with employers or colleagues, being made redundant, not liking the work and changing career. By contrast, issues with the off-the-job training are the least frequently cited reasons for not completing an apprenticeship.
- There is a large difference in completers' and non-completers' satisfaction with their employment experience overall. The majority of completers seem satisfied with the employment experience overall, compared with a minority of non-completers. This provides further evidence that the employment experience, rather than the off-the-job-training experience, carries greater weight in whether an apprentice stays or goes.
- There is conflicting evidence on the importance of wages. Most studies find that low wages are not the most common reason for non-completion, but they are nonetheless just one of the top factors. An increase in wages alone is unlikely to solve the problem of low completion rates, since multiple factors are often to blame.
- Apprentices generally leave their apprenticeship contract early on: 60% of those who leave do so within the first year. This suggests that there are issues about who becomes an apprentice, who matches apprentices with employers, who supports apprentices in the early stages and what supports apprentices can call on if they are unhappy with their progress.
- The influence of the employer cannot be overstated. Employers with the highest completion rates are generally larger, experienced employers with well-organized systems for managing and recruiting apprentices. Employers with lower completion rates tend to be smaller and have less experience with the apprenticeship system.
- Shifting features of the economy are also at work. Just two years

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48 See <http://www.statcan.gc.ca/pub/11f0019m/2011333/part-partie1-eng.htm>

49 A substantial global literature review was available from the Government of Australia – National Centre for Vocational Research. See Bednarz, A. (2014) *Understanding the Non-Completion of Apprentices*. Canberra: Government of Australia.

ago welding and oil extraction trades were in high demand, but the collapse of oil prices and layoffs in the oil and gas sector are lowering both admissions and completions in these trades: future job prospects shape current behavior.

In Ontario in 2013 some 17,763 individuals did complete their apprenticeship. Further, completion rates in Ontario have been rising steadily since 2009<sup>50</sup> - there is a strong and urgent need to better understand these dynamics.

Despite these challenges, apprenticeship in Ontario is growing. Here are the top 10 apprenticeship areas currently attracting apprentices:

Trade	Registered Apprentices (2012)
User support technicians	26,481
Automotive service	24,285
Electrician	18,801
Hairstylist	11,283
Plumbers, pipefitters and steamfitters	9,786
Food service	9,021
Carpenter	8,892
Early childhood educators and assistants	8,118
Millwrights	5,823
Machinists	5,643

## Flexible apprenticeships

While many of these trades have seen significant growth in demand, some trades face declining demand, especially specialist manufacturing trades (machinists and millwrights). The presence of hairstylists on this list reflects the fact that it is a compulsory trade – certification is mandatory for those who wish to practice.

These top 10 skills in demand are very different in each province in Canada and in other jurisdictions, reflecting shifts in their regional economies. Top in Australia, for example, are business services and retail services while in Germany, the top two are heavy goods vehicle mechanic and retail sales. The skills development system, including apprenticeship, has to be flexible and responsive to shifts in Ontario’s economic activities and employer demands, which can be very volatile as the economy responds to global pressures.

The majority of apprentices are in the 20- to 29-year-old age group, with a growing number of older apprentices now starting their journey to

<sup>50</sup> Ontario Construction Secretariat (2013) Completion Counts – Raising Apprenticeship Completion Rates in Ontario’s Construction Industry. Available at <http://www.unionizedconstruction-works.com/wp-content/uploads/2015/02/Completion-Counts-Final-Report-OCS-2013-E-Version.pdf>

certification – the median age in Ontario is 29.9, similar to that seen across Canada and the US. All are seeking effective, quality and efficient use to certification and flexible approaches to how this can be achieved. The older mature apprentice is also looking for flexibility in how their learning is delivered, value for money, the location of training and job prospects. Most prefer and use block release for the college-based components of their training, but a growing number are also using the challenge route for their skills and certification. In this route, on the basis of their own demonstrable knowledge, skills and capabilities the apprentice can challenge the skills associated with a module or component of their learning by means of both Exemption Testing (for college components) and Trade Equivalency Assessment (for skills component). Successful challenges mean the learner does not have to take more time or complete more courses for that component of their apprenticeship. This flexible, modular, stackable approach to apprenticeship is growing in popularity, especially in the Red Seal trades.

Apprenticeship was historically based on time-served under supervision of a journeyman. Time still plays an important part for many trades, with time on tasks been seen as an indicator of capability. Some trades still have nominal time associated with Certification. In some jurisdictions in the world (e.g. Australia, Germany, Switzerland, Ireland, UK), however, time served has been replaced by a focus on the rigorous assessment of competency and capability. For example, this is what the Queensland (Australia) regulations say:

*“Queensland apprenticeships and traineeships are competency-based. This means knowledge and skills which the apprentice or trainee attains, and quality of work they produce, are what matter (rather than the length of time served)<sup>51</sup>.”*

Ontario, in construction trades for example, still has a time-based, journeyman supervised model for apprenticeship, while many trades and professions (including medicine<sup>52</sup>) in Ontario are or are becoming competency-based.

The challenge for the future of apprenticeships and skills development is threefold:

1. Increase and accelerate completions in the skilled trades.
2. Constantly improve quality of the learning experience for those seeking to enter or already certified by focusing on relevant

<sup>51</sup> See <http://apprenticeshipsinfo.qld.gov.au/information-resources/info-sheets/is19.html>

<sup>52</sup> See Medical Education in Canada Moves to a Competency Based Approach. *University Affairs*, September 4, 2013 available at <http://www.universityaffairs.ca/news/news-article/medical-education-competency-based/>

knowledge, capabilities, and competencies in demand from employers. Quality being defined here by “fitness for purpose” and relevancy. This work requires a focus on effective and focused skills assessment.

3. Increase flexibility in terms of how apprentices and those in the workforce can secure their Certificate of Qualification and maintain the currency of their skills so as to better meet the skills gaps identified here.

All three of these challenges must be connected to job prospects, employability within a geographic region and the transferability of the skills developed within the industry. Quite the challenge, but one which is shared by all stakeholders.

### Discussion

1. What issues or concerns do you have with this review of the current state of play with respect to apprenticeship and skills development?
2. What would you add to this summary?
3. What issues would you like to see reinforced in this review?

### RETHINKING SKILLS – OPTIONS FOR CONSIDERATION

So as to respond to these challenges and explore ways of increasing completion rates for apprenticeships, accelerating skills certification and encouraging more people to enter the trades, we outline a number of specific options to explore, based on a review of an extensive literature on the future of skills training and development.

The intent here is to focus thinking and action not on the past, but on the future: ***What is it Ontario needs to do to close the skills gaps and invest in a highly qualified labour force?***

Later we will explore more general options for improving skills and work-based learning in Ontario.

For each option, we offer a description and then ask questions. At the end of this section, we ask you to place weightings on each option so that you can select a combination of options which, in your view, would together help to lessen the skills gap.

## Option 1: Accelerate the Movement to a Modular, Stackable Competency to Credential Approach to Skills.

Formalized and time-based apprenticeship programs will always have a place in any strategic response to the need for skills. But new approaches are also needed to accelerate skills development, increase completion and retain skills in the workforce.

Following from the successful piloting of the Red Seal Professional Cook Gap Training Pilot Program in British Columbia<sup>53</sup> and other modular, stackable approaches to skills development in Red Seal programs across Canada, this modular approach should be adapted for a broad range of trades. This approach involves:

*Learner driven,  
modular, flexible  
approach*

- A learner driven approach to mapping their pathway for skills development and certification supported by a learning advisor.
- Establishing detailed, rigorous and focused competency frameworks for all aspects of the Certificate or Qualification or Red Seal, breaking these competencies down into discrete, testable modules which are stackable. Modules can be short (1-3 weeks), medium-sized (3-5 weeks) or long (5-8 weeks). Each is designed around discrete and specific sets of competencies and capabilities, which when stacked together constitute all the skills needed to be an effective practitioner of that trade. No one size fits all – each trade may have a different number and variety of modules. The key is that the skills required match those in demand from employers for appropriate skills. New modules can be added to the “base skills set” as needed by firms or by the trade.
- Learners use the competency rubrics they consider themselves to have mastered to challenge the competency module(s) for each level of the trade – using the prior learning and challenge routes already established for most trades. That is, while courses or time with a journeyman can help and support skill development, an apprentice can obtain recognition for their skills and capabilities without having had to spend time in coursework or on the job. If they can demonstrate mastery, they secure the recognition they deserve for that specific skills module.
- Once the prior learning / challenge skills have been identified, learning then focuses on the gaps between the skills the learner has mastery of and what they need to have mastery of so as to secure Red Seal or other trades certification. This gap-based approach

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<sup>53</sup> See <https://bccampus.ca/2015/04/28/professional-cook-gap-training-program-status-report/> for details of this work.

enables each apprentice to have a custom built journey to completion. By tailoring support to apprentices and focusing on what skills and capabilities they need to develop, better use can be made of college and journeyman support.

### *Multiple routes to competency*

Online learning, customized workplace learning and intensive workshops are identified, which would enable the learner to bridge their skills gaps and secure certification. That is, standard classroom programs or fixed time journeyman support can be replaced by intensive, focused workshops or block release time focused on specific skills and capabilities. The journeyman support can focus at each stage on specific skills and competencies required for a skills module – this focusing energies on what the apprentice needs to do to achieve mastery, one skills module at a time.

- Flexible support systems (including an e-portfolio / personalized learning management systems) are used to support learning, assessment and support. What is key is that employers can see what skills and capabilities an individual has. Post-secondary systems are increasingly going beyond formal qualifications and transcripts and offering e-portfolios which contain video of the work performed by an apprentice, still pictures with audio commentary of the stages of a job and other evidence of competence. The National Research Council of Canada (NRC) is engaged in a major project focused on just these kinds of resources for just this purpose. The College of Trades, unions and employers should embrace this work and see it as a cornerstone resource for bridging the skills gap.<sup>54</sup>

These developments would enable the more rapid mastery of skills, faster recognition of foreign credentials, a more efficient and effective competency-based approach to prior learning assessment and a reduction of time and cost for the learner.

### *Competency not time served*

This approach would also enable an individual to devise their own learning pathway to new combinations of skills, enabling new or emerging trades to be pursued with competency-based learning and assessment. New trades comprised of skills from a number of different existing trades are emerging: e.g. mechatronics, 3D design engineers, cyber-therapists.

This approach also marks the beginning of the end of time-based apprenticeships and journeyman: apprentice ratios as currently practiced – unions and firms working together need to determine the level

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<sup>54</sup> For more information about the Learning and Performance Support Systems (LPSS) developments at NRC, see <http://www.nrc-cnrc.gc.ca/eng/solutions/collaborative/lpss.html>



of coaching each skill set needs for their trade. Rather than focus on time and the current approach to journeyman supervision ratios for the program, each skills module can be viewed as having different support requirements, with different roles for journeymen. Mentoring, coaching and guiding for skills mastery by a journeyman should always be part of this process. The College of Trades, working with its stakeholders, would need to oversee the transformation of apprenticeship this option suggests. The model of the Red Seal programs which are already doing this would provide a starting point for this work.

The value of this approach is captured in this image developed by the Human Resource Systems Group<sup>55</sup>, which specializes in competency-based learning:

## Success Indicators



## Discussion

1. What issues or concerns do you have with this option?
2. What would you add to improve this option?
3. What issues would you like to see reinforced in any statements about this option?

<sup>55</sup> For more information, see <http://www.hrsq.ca/>

## Option 2: Enable Wider Delivery of Customized Programs.

Some trades require compulsory certification. But many more do not. Approaches to apprenticeship and skills development can differ between compulsory certified and non-compulsory certified trades. A number of jurisdictions – notably England, Wales and Australia – are enabling a much broader development of customized approaches to apprenticeship for trades and skills. Unions, employers (usually medium and large) and professional bodies or industry associations offer training that leads to certification – made easier when this certification is modular and stackable. While subject to oversight by a body such as the College of Trades, a customized program is approved as a means of increasing the number of apprenticeships overall and as a way of ensuring that the skills developed meet the needs of the organization offering the training and those receiving it.

A customized approach enables:

- Governments to stimulate the growth of training provisions where demand is high and supply is low by enabling a greater variety of training providers and encouraging unions, professional bodies and firms to own this training. The example of Siemens and mechatronics, given earlier, and the customized programs from Bruce Power<sup>56</sup> shows how powerful this approach can be.
- Unions, professional associations, regional consortia of firms, clusters of firms based on shared expertise can develop and own training for skills in their region or sector. For example, JPMorgan Chase has created a \$250US million fund to support new skills at work and is investing in new and in demand skills developments globally. It is their offer to help close the skills gap. Another example is that of the International Union of Painters and Allied Trades, whose state of the art training facilities are used extensively to ensure that the union membership has the most up to date skills.
- An employer to design training and development activities which they see as meeting the skills needed for a particular trade, given that there are agreed competencies for that trade which are accepted provincially / nationally.
- The growth of local and regionally negotiated partnerships between firms and training providers (public and / or private) to provide training and support for apprenticeships and other skilled occupations.
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<sup>56</sup> The Bruce Power program is described briefly here: <http://electricityhr.ca/train/english/profiles/models/PWJT.html>

- Less time away from the job site for college and related learning and more time at the job site for learning – making more extensive use of online learning (so-called e-apprenticeship) for the work that would normally be done in college.
- Continued use of block release time for college based learning, but support for the development of more flexible routes to ensuring that the knowledge and skills derived from college learning are acquired through flexible learning.
- Provided the quality assurance is in place for learning, less reliance on journeyman: apprentice ratios or hours or supervised apprenticeship.

### *Quality is essential*

In supporting the broadening of opportunities, the issue of quality is paramount. One criticism of both Britain and Australia is that many of the providers, both public and private, are not offering “best in class” routes to skills and certification. Customized programs which meet the needs of specific industries or firms and are aligned with the values of the unions in those industries need to be driven by quality, effectiveness and efficiency and be held accountable for outcomes. Students need to be satisfied that the customized training they receive has significant transferable skills so that they do not have to retrain when doing similar work in other organizations. Unions need to be satisfied that the range of skills developed in customized programs qualifies the individual for the full status of a journeyman – they do not want the skills base of their union being diluted over time. Holding providers accountable in Ontario would be the responsibility of the College of Trades, supported by unions and industry associations and organizations.

Indeed, unions themselves could expand the training and development work in which they are currently engaged. For example, the United Association of Journeypersons and Apprentices of the Plumbing and Pipefitting Industry of the United States and Canada<sup>57</sup> and the International Union of Operating Engineers<sup>58</sup> are just two examples of unions developing their own programs to support apprenticeship and skills development. There are many more.

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57 See [http://www.uacanada.net/careers\\_welder.php](http://www.uacanada.net/careers_welder.php)

58 See <http://www.iuoe.org/training>

## Discussion

1. What issues or concerns do you have with this option?
2. What would you add to improve this option?
3. What issues would you like to see reinforced in any statements about this option?

### Option 3: Significantly Expand High Schools Trades Skills Programs.

In recent years there has been a growth of High School apprenticeship programs across Canada, with the [Ontario Youth Apprenticeship Program \(OYAP\)](#) being a flagship example of these developments. Students are able to work towards becoming certified journeypersons in a trade while also completing their secondary school diplomas. While not all trades are available in all schools in Ontario, for those trades that are, students undertake a co-operative program of study, work placement and assessments. By doing so, they complete part of their apprenticeship and also secure valuable insights into the nature of work.

Some apprenticeship programs require Grade 12 completion for entry into apprenticeship, while in other jurisdictions the same trade requires Grade 10. For example, this is the case for carpentry: in Alberta, Ontario and British Columbia. The required admission is completion of Grade 10, but it is Grade 12 for Atlantic Canada, Manitoba and Saskatchewan. Given a commitment to labour mobility and the harmonization of trades across Canada, such varied admission requirements get in the way of flexible approaches to skills development and learning and mobility.

What matters is that the learner can demonstrate the skills required to complete the work of an apprentice and that they have mastery of functional literacy, numeracy and social skills. Working on a modular, stackable and competency-based approach to certification is a way of overcoming this. Just as some universities and colleges around the world embrace open admission (no entry requirements for admission to first degrees, certificates and diplomas), so too should apprenticeship and skills-based programs.

The recent expert panel report gives additional emphasis to the need for learners in high school to have experience in the community and the workplace so that they have a stronger understanding both of the opportunities and their own talents and skills. The positive reaction of the Ontario Government to this suggestion signals an interest in reshaping learning so that skills and abilities become a stronger focus.

## Discussion

1. What issues or concerns do you have with this option?
2. What would you add to improve this option?
3. What issues would you like to see reinforced in any statements about this option?

### Option 4: Create an employee right to request training and skills development.

Unions in the UK, supported by the Trades Union Congress (TUC), pushed the UK Government to create a legal right for an employee to request time off for training<sup>59</sup> and, so as to support this right, designated union learning officers across the union movement. These 25,000+ “union-learn” officers coordinate activities within and between unions, design, develop and deploy certificated training and advise employees of their rights and employers of their obligations. They create partnerships and alliances with employers, public sector organizations and bid for customized training resources. They also ensure that policy development listens to the voice of employees. These developments have led to many innovations and improvements in apprenticeship and skills development.

*Unions can lead  
the push for skills*

While employees in Ontario have a right to be trained to deal with workplace hazards, they do not have a right to ask for skills development and training. They should have this right, but recognize that employers may not be able to meet all of the training and skills development “asks” of their workforce. Asking and having the request recorded and made available to the union learn officer may be a step to identifying the gap between what the employee knows they need to learn and what the employer is willing to invest in.

One way of supporting these developments would be to expand the range and scope of the Canada-Ontario Job Grant, which provides direct financial support to individual employers who wish to purchase training for their employees<sup>60</sup>. Another would be to support the granting of credit for certificate, diploma and degree programs for work-based training, as is the case in a number of other jurisdictions<sup>61</sup> - thus giving access to other forms of support for learners. An expansion of competency-based prior learning assessment for credit would also support the ways in which

59 This right is highly constrained. See this legal reference note from a major UK law firm: <http://www.lawson-west.co.uk/lawyers-for-people/employment/time-off-for-training-employees/>

60 For more information, see <http://www.tcu.gov.on.ca/eng/eopg/cojg/>

61 Open University (2006) Work Based Learning – Models and Approaches. Milton Keynes: Open University, Centre for Outcomes Based Education (mimeo). Available at <http://www.open.ac.uk/cobe/docs/COBE-WBL-booklet.pdf>

employees can leverage their own investment in skills development.

This action is as much about the productivity, leverage and futures components of the skills gap as it is about the basic skills gap: for high performance, investment in skills development needs to be continuous, not occasional.

### Discussion

1. What issues or concerns do you have with this option?
2. What would you add to improve this option?
3. What issues would you like to see reinforced in any statements about this option?

### Option 5: Establish Assessment Centres for Skills Across Ontario Which Can Assess Skills, Competencies and Capabilities.

*Anywhere, anytime assessment*

Moving from time-based training for skills to modular, stackable competency and capability assessment will change the dynamics of skills development, especially for apprenticeship. Key to this work are creative and thorough approaches to skills assessment. These new approaches to assessment need to make use of simulations, games, immersive technologies and other forms of assessment that have been developing which permit skills to be assessed on a large scale, frequently.

If an individual seeks to secure certification or transferable credits, they need to demonstrate that they have mastery of the knowledge and skills required for a specific module for a specific trade for certification. To do so, they need to be assessed locally and this assessment needs to be available when the learner wishes to be assessed – five days a week, fifty weeks of the year.

They also need to demonstrate that they possess the “soft” skills required for the modern workplace. These are the skills of curiosity, initiative, persistence, adaptability, leadership, collaboration, communication, problem-finding and solving, as well as social / cultural sensitivity<sup>62</sup>.

To make this possible, there needs to be:

- Investment in simulation, games and immersive assessments where these are appropriate ways of assessing knowledge, skills, capabilities

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<sup>62</sup> For a detailed description, see Soft Skills for Workplace Success at <http://www.dol.gov/odep/topics/youth/softskills/softskills.pdf>

and competencies (including the soft skills).

- Investment in new approaches to online assessments of skills, ensuring security and relevance. Skills could thus be assessed 24x7 using video, various forms of simulation and case work. Such a system is about to be deployed in the Maritime Provinces, based on the work of the UK company Vametric<sup>63</sup>, whose skills assessment system has enabled time to graduation for apprentices to be reduced by 25% and the costs of skills assessment to be reduced by 75% based on powerful and effective internationally accepted skills frameworks.
- The development of appropriate assessment tools and processes for teamwork, creative problem solving, collaboration and the other “soft” skills needed for effective work in a 21st century workplace. Some of these assessments could be completed in the workplace and others could be undertaken in an assessment lab.
- Invest in machine intelligent item generation for multiple choice and other forms of more traditional assessment<sup>64</sup>, so that there are new and different assessments available each time a learner calls for one which meets the rubrics for the module and skill being assessed<sup>65</sup>.
- Adoption of new approaches to prior learning assessment for college and university students, based on quality guidelines released in 2015 by the Canadian Association for Prior Learning Assessment (CAPLA)<sup>66</sup>.
- Designate assessment centres – Colleges, Schools, Universities, workplaces – which can arrange for assessment five days a week, 50+ weeks of the year.
- Train individuals in the assessment centres to administer effective and efficient skills based assessments (including soft skills) using the available technologies and techniques. In this way, unbiased, independent assessments can take place with the apprentice determining when they are ready for these assessments.
- Develop rubrics and effective methods of assessment of hard and soft skills in the workplace so that the assessment is comprehensive, standardized and provides an effective assessment of capability.

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63 For more information, see <http://www.vametric.com/>

64 This work is being pursued in Canada by the Centre for Research in Applied Measurement and Evaluation (CRAME) at the University of Alberta – see <http://www.crame.ualberta.ca/research.html>

65 See also Luckin, R. and Holmes, W. et al (2016) *Intelligence Unleashed: An Argument for AI in Education*. London: Pearson available from <https://www.pearson.com/innovation/smarter-digital-tools.html>

66 For more information, see 3 <http://capla.ca/rpl-qa-manual/>. See also the interesting new work from the New Brunswick Prior Learning and Assessment Action Group.

This may appear to be an expensive recommendation – after all, we do assessment now. But rethinking what assessment is, how it is done and how thorough it is and how it can be used to both reduce the need for time-based and much more expensive workplace supervision and training and provide assurance to firms that individuals they are hiring have work-ready skills is worth the investment. Further, the costs of not being able to demonstrate competence or incompetence in the system (insurance costs, workers compensation, work-based injuries and productivity losses) really suggest that we need better and more rigorous assessment of those seeking work, as well as competency assessments for those seeking new roles in the workplace.

### Discussion

1. What issues or concerns do you have with this option?
2. What would you add to improve this option?
3. What issues would you like to see reinforced in any statements about this option?

### Option 6: Invest in Essential Skills Development in Schools, Colleges and Communities.

*“Forty per cent of our workforce does not have the essential skills – including language, literacy and numeracy – needed to apply their technical skills and knowledge at globally competitive levels. Investing in upgrading essential skills would provide Ontario with an opportunity to change the productivity narrative<sup>67</sup>”*

### Functional adult literacy declining in Canada

Functional literacy in many trades and professions is declining, not rising. International comparisons show that average literacy scores of working-aged Canadians have been declining by as much as one point on the five-point functional literacy scale<sup>68</sup>.

When faced with pre-existing essential skills shortages in their workforce, employers may compensate by adjusting production technologies and the way that work is organized to make it easier for workers to complete tasks. For example, they might acquire machinery and equipment that requires lower worker skills or introduce more levels of supervision. Some workplaces are designed to reduce complexity to a very low common

<sup>67</sup> See [http://www.essentialskillsontario.ca/sites/www.essentialskillsontario.ca/files/Literacy%20and%20Essential%20Skills%20in%20Ontario\\_Final2\\_0.pdf](http://www.essentialskillsontario.ca/sites/www.essentialskillsontario.ca/files/Literacy%20and%20Essential%20Skills%20in%20Ontario_Final2_0.pdf)

<sup>68</sup> For a description of this scale, see <http://connection.ebscohost.com/c/articles/19523774/concept-measurement-functional-literacy>



denominator – using icons or illustrations to indicate where to place tools, for example. While these processes make work easier in the short run, they do little to make employees capable of being more productive and may make the adoption of production-enhancing technologies more difficult in the future. Rather than increasing skills and adaptability, this lowers the essential skill level within the workforce.

Enhancing essential skills carries many benefits, as the Figure below demonstrates.



Figure 1: Benefits of Investments in Essential Skills Training<sup>69</sup>

New and creative approaches to this work are emerging around the world. For example, Cell-Ed International are using cell phones (entry level and smartphones) to offer essential skills training in very short modules supported by a personal trainer. Available anytime and anywhere, learners using this system have gained up to two years improvement in literacy in four months or less with a completion rate of 75% - much higher than in many conventional classroom approaches<sup>70</sup>.

But more conventional approaches are also needed:

- K-12 school systems need to assess and embrace essential skills in their program and assess the competencies of all who graduate

<sup>69</sup> With acknowledgement to the Canada West Foundation.

<sup>70</sup> For more details of these developments, see [www.celled.org](http://www.celled.org)

from each stage of the school system for their essential skills on the functional literacy scale.

- Post-secondary systems need to support essential skills development as part of their offer to learners and to provide support and remediation for those not yet able to master the level of literacy and numeracy they require for their chosen trade, profession or career.
- Industry needs to recognize that essential skills need to be enhanced so as to improve productivity, competitiveness and performance. Industry-wide schemes, support for local initiatives and new approaches to literacy and numeracy skills development are needed.
- Industry also needs to examine the way in which work and jobs are designed so that more of its employees develop the skills needed for their current and future work. Skills need to be maintained and developed.
- Journeymen mentoring and support needs to be geared not just to the skills and competencies for the job, but also to essential skills and the soft skills needed for modern work. This may require investment in the development of these capabilities for journeymen and for union officers engaged in learning.
- Government needs to support community based initiatives aimed at developing and enhancing essential skills – expanding the services already supported – e.g. family literacy programs, work-based literacy campaigns, community led literacy networks, company and union sponsored initiatives and other creative responses to this challenge.

Essential skills development poses a significant challenge for Canada. University and college graduates are not performing well on measures of functional literacy and essential skills. A 2013 study by the Higher Education Quality Council of Ontario (HEQCO) found that new university and college grads were lacking essential skills such as problem-solving and math<sup>71</sup>. This is leading to a new project where students will be tested on these skills on entering and again on leaving a college or university to see how their skills are improving (or not)<sup>72</sup>. The study is in response to employer concerns with the lack of these skills seen in graduates they are hiring. Statistics Canada suggests that 16 per cent of Canadian-born graduates showed poor literacy skills and 23 per cent had low levels of numeracy<sup>73</sup>.

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71 Dion, N. and Maldonado, V (2013) Troubling Trends in Post-Secondary Student Literacy. Toronto: Higher Education Quality Council available at <http://www.heqco.ca/SiteCollectionDocuments/HEQCO%20Literacy%20ENG.pdf>

72 See <http://www.thestar.com/yourtoronto/education/2016/02/22/young-grads-need-to-brush-up-on-3-rs-employers-say.html>

73 See <http://www.statcan.gc.ca/pub/75-006-x/2014001/article/14094-eng.htm>

Students seeking skills who are disabled are also challenged to complete apprenticeships as currently designed. There have been many suggestions for what needs to happen to accommodate their learning and development needs<sup>74</sup>, but key to all of the suggestions are flexibility with respect to time and mentoring. The modular, stackable approach suggested above would facilitate a higher completion rate for learners with disabilities, especially when coupled with just in time assessment through a local assessment centre supported by online assessment tools.

### Discussion

1. What issues or concerns do you have with this option?
2. What would you add to improve this option?
3. What issues would you like to see reinforced in any statements about this option?

**Option 7: There should be a systematic push by trades organizations, unions and professional bodies to expand access to and success in skills development and apprenticeship and an increased investment by employers in skills development for their employees.**

While Government can help stimulate interest and access to formal education in apprenticeship programs at high school, expand college programs and increase tax incentives for employers to hire and work with apprentices, employers also need to recognize that a part of the skills gap relates to their own investment in the ongoing skills and competency development of their workforce. Canada's record on employer paid for training is weak, but improving. A report from the Conference Board of Canada makes this clear:

- Canadian organizations surveyed in the Conference Boards annual *Learning and Development Outlook*<sup>75</sup> spent an average of \$800 per employee in 2014–15, a slight increase from the last report.
- The spending gap between Canadian and American organizations appears to be diminishing. Indeed, Canadian spending on learning and development is increasing at a faster rate than the United States, which has remained flat since 2012–13

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74 See, for example, [https://www.chs.ca/sites/default/files/uploads/apprenticeship\\_-\\_accommodation\\_-\\_a\\_win\\_win\\_-\\_2009.pdf](https://www.chs.ca/sites/default/files/uploads/apprenticeship_-_accommodation_-_a_win_win_-_2009.pdf)

75 OCC Quarterly Policy Survey, N= 649 | Survey Date: April - May 2014

- Approximately 50% of the Canadian organizations surveyed in the *Learning and Development Outlook* identified learning as a top organizational priority. In Ontario, according to a 2014 survey by the Ontario Chamber of Commerce, 56% of businesses are interested in using the Job Grant and other employer-driven training programs to train existing workers.
- Ontario should seek to move up the global league table of the number of firms which support and pay for skills-based training for their employees – seeking to surpass the participation rate achieved in the Nordic countries (78% of firms in Sweden and 77% in Finland) and begin to rival the UK (90% of UK firms)<sup>76</sup>.

All firms need to make learning a priority, even small firms. For example, firms in the IT sector or in retail face constant challenges from new entrants, changing technologies, new materials and new offers from competitors. Social marketing is changing how business is done. Firms need to be up to date and able to respond to these challenges, threats and opportunities. This adaptive capacity depends on learning and constant improvement in the skills quotient of firms. Investing in learning is one key to competitive advantage. Indeed, Ari de Geus (former Corporate Planning Director for Shell) once said: “our only competitive advantage is the speed at which our people learn”<sup>77</sup>.

The new planning partnerships proposed by the Premiers Expert Panel on Skills seeks to secure strong alignment amongst the stakeholders so that skills and lifelong learning for skills can develop effectively in Ontario, especially in those industries for which the skills gaps are real and substantial. In their work, assuming that these are established, there is a need for both evidence based decision making and boldness in their actions. Speed and impact matter.

## Discussion

1. What issues or concerns do you have with this option?
2. What would you add to improve this option?
3. What issues would you like to see reinforced in any statements about this option?

<sup>76</sup> Confederation of British Industry (2014) Business Investment in Skills – The Road Back to Growth. Available at [http://www.cbi.org.uk/media/1121443/business\\_investment\\_in\\_skills.pdf](http://www.cbi.org.uk/media/1121443/business_investment_in_skills.pdf) (see especially page 14 for comparative data on the extent of business investment in skills development).

<sup>77</sup> de Geus, A. (1999) *The Living Company: Growth Learning and Longevity in Business*. Boston: Nicholas Brealey Publishing.

### Option 8: There needs to be a strong, coordinated effort to increase take-up and completion rates for apprenticeship.

Apprenticeship is growing as are demands for new skills and competencies in the workforce. What matters most is not how many enter apprenticeship, but how many complete and secure certification for work that is in demand or will soon be in demand and how many of these skilled workers find and keep work. Ontario needs to do more to encourage and enable skill development and it needs to do more through collaboration between employers, unions, colleges and the College of Trades to accelerate and secure skills certification. Continuing the role of employers as providing skills opportunities, mentoring and coaching and of learning providers to provide supports for skills development coupled with unbiased assessment is the basis for effective development of apprenticeship and skills.

The good news is that completion rates appear to be improving. But more needs to be done. Rethinking flexible routes to completion, strengthening opportunities for challenge and assessment and investing more in work-based learning and accreditation are all a part of this work. Annual improvements in completion rates for each trade while, at the same time, improving quality should be a preoccupation for all involved in apprenticeship.

The College of Trades, supported by unions, employers, colleges and the Higher Education Quality Council (whose recent work on apprenticeship should be widely read and appreciated), needs to see this as a key task in its business and work plans for the next four years. Employer organizations and unions need to collaborate and champion the growth of apprenticeship and actions to increase completion.

Ontario should have a big, audacious goal of having the highest completion rates in apprenticeship for programs recognized as the highest quality in Canada.

These eight options for action will improve the skills trades and strengthen apprenticeship, giving Ontario one of the most modern apprenticeship programs in the world. But we need to do more. The skills gap is about more than apprenticeship, it is also about a range of developments which need to take place. It is about improving the reputation of pursuing a trade, about compensation for apprenticeship and the development of new job opportunities. It is about quality. It is about a pathway forward from a trade skills job to a prosperous future, either through further credentials and skill acquisition related to a business opportunity. It is about rethinking college programs and the

way in which they ladder to degrees. It is about leadership within industry sectors, unions and government.

### **Discussion**

1. What issues or concerns do you have with this option?
2. What would you add to improve this option?
3. What issues would you like to see reinforced in any statements about this option?

### **Overall Options Discussion**

When you look at all of the options we have suggested:

1. Which two strike you as likely to have the most impact?
2. Which options do you think will be the most difficult to implement and why?
3. If all options were implemented do you think our skills development system in Ontario would be amongst the best in the world? If not, why not?
4. What option is not on this list that you would like to see?

## **CLOSING THE SKILLS GAP**

These options will make a significant difference, but only in the context of broader social and educational policies. Unless these broader developments occur and the educational system as a whole is strengthened, then these initiatives will flounder.

Five broader strategies therefore need to be pursued if Ontario is to close the skills gaps identified here:

### **1. Improve Overall Educational Attainment**

It is clear that we need to leverage our education system to secure more university, college and trades graduates and to do so in ways which accelerate their learning and link that learning to the future of work. But it is not just more of the same. We need to see a different kind of post-secondary student graduating. They need, in addition to their expert

knowledge and skills, to be able to demonstrate these skills, widely seen as essential for an innovative, knowledge driven economy<sup>78</sup>:

- Complex problem anticipation and solving.
- Critical thinking – understanding challenges from several dimensions.
- Creativity – imagining new and different things as well as seeing opportunities for breakout, breakthrough and disruptive ways of working.
- Strong people management and team skills.
- Effective social and personal networking – using networks to make a difference and have impact.
- Resilience and emotional intelligence coupled with a strong array of coping skills.
- Sound judgement and decision making skills.
- A strong service orientation.
- Effective negotiation skills.
- Cognitive flexibility – being able to use cross-boundary learning to look at challenges, problems and opportunities with new eyes.

## 2. Invest in Workforce Development

Improving educational attainment and strengthening the capacities of those graduating from post-secondary education and trades programs with appropriate skills may provide a starting point for the workforce we need, but employers need to make investments so as to continue to have an effective, productive and innovative workforce:

- Higher per capital investments in training and development.
- Significant investment in new technology and business process re-engineering.
- Adoption of lean and agile approaches to work and business processes so as to improve productivity.
- More investment in research and development so as to spur innovation.
- Investment in strategic human resource management, leadership development and effective communications.

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<sup>78</sup> See World Economic Forum (2016) *The 10 Skills You Need to Thrive in the Fourth Industrial Revolution* available at <https://www.weforum.org/agenda/2016/01/the-10-skills-you-need-to-thrive-in-the-fourth-industrial-revolution>

- More public investment in retraining and more public and private partnerships aimed at job creation.
- Greater tax incentives for lifelong learning.
- More college and university recognition for programs and courses of work-based learning – giving credit for work-based training, professional development and competencies.
- More efforts to attract and retain jobs in each region of Ontario.

### 3. More Flexible Workplaces

So as to broaden workforce participation – more women, more seniors, more First Nations, more part-time workers – our workplaces need to become more flexible:

- Workplace rigidities should be replaced by flexible working arrangements, encouraged by public policy.
- Workplace legislation regarding hours of work, worker's compensation, minimum wage, tax allowances for tools and learning should be aligned with the goals of making real gains in productivity, innovation and employee engagement.
- Systematic efforts need to be made to maximize the value of each employee's contribution so that their skills are fully leveraged. Greater use of the tools available at a Great Place to Work should increase employee engagement and satisfaction – the best predictor we know of improved organizational performance.

### 4. Build Collaborative Networks of Like Minded Organizations

Firms and organizations need to collaborate, network and share workers and ways of working so that we can improve not just some organizations, but all. New forms of collaboration, new social networks focused on best and next practices and new ways of building a sharing economy need now to be on our agenda. Innovation needs to be seen not just as the activity of one organization or team within it, but of a cluster of organizations working together. The future requires collaboration; Canada should lead the world in terms of how this can be done.

- Build effective, focused and meaningful industry clusters – restore Sector Councils and collaborations where these are seen to be able to make a difference.
- Strengthen the focus on learning within and between trade unions.
- Form clusters around key opportunities for change – productivity,



climate change, skill development – and share resources, best practices and intelligence.

- Governments should focus on creating opportunities to accelerate the adoption of innovation, productivity solutions and new technologies. It shouldn't place "bets" on one sector versus another, but instead should focus on creating capacities for innovation, adaptability and change.

## 5. A Responsive Education System

Many of our schools, colleges and universities are already world-class and responsive. But we cannot be complacent. Already, our schools are shifting from a content-focused curriculum to one based on competency, as our trades and professions. Great strides have been made in using technology to personalize education and support differentiated teaching, but there is much more we can do:

- More students at all levels need to engage with science, technology, engineering and mathematics (STEAM) coupled with creativity, design and the humanities (when added to STEM the new acronym becomes STEAM – the "A" represents these additional features). Canada should lead the world in adopting STEAM. This requires systematic approach to improving performance on key outcomes, especially in mathematics, science and essential skills.
- More flexible routes to certificates, diplomas, degrees and trades qualifications need to be created at all levels. While online learning can help, rethinking the nature of our assessment systems and systems of credit recognition can also help. We need to change how we think of credit recognition so that we can secure greater access to learning throughout life.
- More work-based learning and more internships, co-op and work placements designed to increase commitment and understanding.
- Faster and easier recognition of the skills and credentials of new immigrants to Canada would strengthen their sense of belonging, ensure that their skills were better used in the service of their communities and impact their livelihoods.
- Easier laddering of programs – from apprenticeship to diploma and from diploma to degree with block credit transfer. Easier transfer of credit between programs and institutions. More effective and efficient assessment of prior learning through competency-based challenge and assessment – rather than focus on equivalency, focus on what capabilities and mastery an individual can demonstrate.

- Strengthen the already strong links between our educational institutions and the world of work – more co-op programs, internships, work-based learning diplomas and degrees, credit for work, joint research and development projects, more opportunities for business leaders to work with schools, colleges and universities.
- More project-based learning around adaptation, innovation and productivity challenges so that the creative minds of our young people are engaged in solving problems that matter.
- More investments should be made in developing resilient and adaptive communities and their learning.

Canada also should lead the world in the sharing economy for learning, creating easy mechanisms for individuals to share and trade skills in exchange for access to learning and the skills they need for themselves, their families and communities.

Some steps have been taken towards some of these suggested developments, but more needs to be done to build a more adaptive, flexible and learner driven learning system. Key to this will be co-operation and partnerships within education, between education and industry and across industry sectors. The new focus should be on partnership, collaboration and cooperation not competition. Ontario seeks to compete in the world and to do so we need to work together.

### **Discussion**

1. What is your reaction to this range of suggestions for social and educational policy?
2. Of the suggestions just made, which are the three most important in your view – the three which will make the most difference to the skills gap?
3. Which group of suggestions here (e.g. improve educational attainment, invest in workforce development, etc.) do you think your organization should champion?

## CONCLUSION

The future looks different from the past. It will bring new challenges, new industries, and new ways of working. The key to Canada's response needs to be to build adaptive capacity and resilience for organizations and each individual who works in these organizations. Those who can adapt and change and do so effectively will see the future as full of promise and opportunity. Those who find change difficult and do not adapt will find themselves challenged. As the rate of change in various sectors accelerates, making real personal investments in the developing of knowledge and skills becomes essential.

This paper outlines substantial suggestions for change and development which require bold, courageous and insightful collaboration between government, employers, educational providers and communities. The momentum exists in Ontario for change in the way in which skills are understood and delivered and the way in which skills development can occur. This paper provides some suggestions for the tools needed by a strong coalition for skills determined to lead Canada and North America in reimagining this work.

Imagine an Ontario where an individual can secure new skills, reinforce existing skills or leverage their skills for new opportunities anytime and anywhere. Imagine an Ontario where colleges, unions, employers and community organizations partner to enhance skills, especially essential skills, in new and powerful ways. Imagine an Ontario where knowledge, competence and capabilities matter more than time in class or on the job – where what you can do is what matters.

The suggestions for change outlined in this paper enable this imagined future to become real now: bold and determined actions for a better a future.

V7 August 1, 2016 / MJL

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# HELP WANTED

Modernizing Employment and Skills  
Training Services in Ontario



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## FOREWORD

The skills mismatch between existing talent pools and available jobs poses a significant threat to Ontario's economic growth and business success. There is a growing number of people who are not able to secure sustainable employment and build career pathways with economic mobility to support themselves and their families. This represents a missed opportunity to fully utilize the rich human potential in our province.

The Ontario government's modernization of skills training and employment services system presents an opportunity to better align the skills and talent needs of business, workers, and job seekers. It will be a complex undertaking, considering the current system components and fragmentation, and the unique local economies across the province. In the context of a rapidly-changing economy, it is more important than ever that our systems are set up to expand our talent pool and maximize economic opportunity for all Ontarians.

As the government begins this important work, our three partner organizations recognize the complexity that lays ahead and welcome the desire of the government to support alignment and better outcomes for Ontario workers, business, and our economy. We offer input on the longer-term system transformation outcomes, as well as insights on the more immediate renewal priorities of the government. Our contribution begins with a set of guiding principles—overarching themes that should underpin the renewal of the employment and training services system. It concludes with a series of more specific, action-oriented recommendations for the government's consideration, informed by both examples of excellence within the province, and promising practices from other jurisdictions.

Best practices for workforce strategies that support sustainable and quality outcomes for people and business rely on sector and region-specific partnerships with multiple employers, as well as scalable approaches that respond to the local needs and challenges of employers and workers. This can include aligning regional industry trends through partnerships with local education programs in the K-12, post-secondary, and other training systems. Critical to enabling local flexibility are a policy framework and incentives that align resources and activities with desired outcomes. As labour markets are regional, so too should be the programs that address the skill development and connection of talent with jobs. More comprehensive wraparound supports are required to address the needs of individuals with the greatest barriers to employment, including counselling, housing, and childcare.

We believe that inclusive and effective talent development is critical to the competitiveness of our economy, and the health and prosperity of our communities. Workforce development has the opportunity to align with and complement regional economic development strategies to drive inclusive and sustainable regional growth.

Our input should be viewed as a starting point—the beginning of constructive and collaborative discussion to support the objective of designing a better employment services system for the Greater Toronto Area (GTA) and all of Ontario.

Jan De Silva  
President & CEO  
Toronto Region Board of Trade

Daniele Zanotti  
President & CEO  
United Way Greater Toronto

Sandy Houston  
President & CEO  
Metcalf Foundation







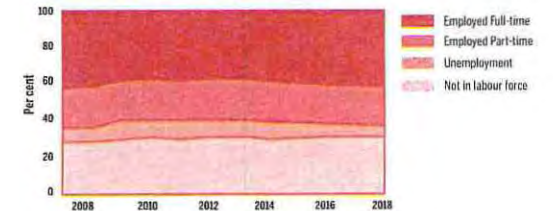
# BEHIND THE NUMBERS

Canada's economy is in a strong position. Economic expansion has been broad-based, with strong job creation, investment, and exports across sectors and communities<sup>1</sup>. The Toronto Region is driving much of that growth as the largest economic zone in Canada, generating one fifth of the national GDP and more than half of Ontario's GDP. The region has been able to expand and modernize traditional sectors, such as financial services and agri-food, at the same time that it is building rapidly developing new tech industries, such as citytech and cleantech. In 2017, Toronto created more tech jobs than the San Francisco Bay Area, Seattle, and Washington combined.<sup>2</sup>

Overall, Ontario has added more than 800,000 jobs since the recessionary low of 2009.<sup>3</sup> The majority of net new jobs have been full-time and in the private sector, with the unemployment rate hovering below 6% since July 2017.<sup>4</sup> While the Greater Toronto Area (GTA) has been the economic engine behind that historic performance, other regions in Ontario are also growing and experiencing unemployment rates below 5%.<sup>5</sup>

There are significant regional differences in how communities across Ontario are experiencing this tight labour market, but two overwhelmingly consistent trends occur: there are jobs without people, and people without jobs.

General Labour Force Profile 2007 - 2018



Source: Statistics Canada, 15-65 years of age





## JOBS WITHOUT PEOPLE

Businesses across the province and in nearly all industry sectors report that finding, recruiting, and retaining talent with the right skills is one of their top challenges and a significant barrier to their growth. For many companies, chronic labour shortages and high turnover is putting business operations and expansion at risk. The consistent shortage of staff is also adding pressure to employees, negatively impacting morale, productivity, quality control, increasing absenteeism and the risk of health and safety issues, among others. In Bank of Canada's Business Outlook Survey, firms reported one of the highest levels of labour shortages since the 2009 recession, with job vacancies totalling 550,000 across the nation.<sup>8</sup>

The tight labour market is under further pressure by an aging workforce, declining workforce participation rate, stagnating wages, and a rapid growth in technology-oriented proficiencies.<sup>7</sup> In addition to the increase of complexity in new and existing jobs and the demand for higher skilled talent, many businesses also report being unable to fill entry level positions or those that require minimal or no credentials. Labour shortages are continuously identified as a primary risk to business growth, sustainability and regional competitiveness.

In a dense urban region like Toronto, a shortage of affordable housing and long commute times can exacerbate the challenges for businesses to attract the right talent. On the other hand, other parts of the province, especially rural and northern communities, have insufficient population numbers to support their job market, experiencing a faster declining participation rate.

### Quick Stats

**62% of employers** would provide the technical training needed for the job, as long as the candidate is the right fit and has soft skills.<sup>9</sup>

The costs associated with employee turnover, including interviewing, hiring, training, reduced productivity, and lost opportunity costs, are:

- **For entry level employees:** 30-50% of their annual salary to replace them.
- **For mid-level employees:** 150% of their annual salary to replace them.
- **For high-level or highly specialized employees:** 400% of their annual salary to replace them.<sup>4</sup>

## PEOPLE WITHOUT JOBS

Despite the low unemployment rate and employers demand for talent at every level, there is a segment of the population that is not participating in the labour market or is underemployed within it. That group includes those in receipt of social assistance, employment insurance, people with disabilities and workplace injuries, part-time and contract workers, and immigrants whose credentials and experience are not recognized, despite their entry to Canada being tied explicitly to their in-demand skills.

There is a further dichotomy within Toronto region's workforce. Canada continues to rank first among OECD countries in the proportion of college and university graduates.<sup>10</sup> But while 53% of GTA's labour force have completed post-secondary education, another 42% have only a high school diploma or less.<sup>11</sup> Further 15% of both Canadian-born residents and immigrants lack the basic literacy skills and another 22% the basic numeracy skills to make them successful in the workplace.<sup>12</sup>

Employers are increasingly prioritizing these essential skills in their recruitment process, in addition to soft skills like communication, willingness to learn, time management, teamwork, conflict resolution, and adaptability.

### Quick Stats

In 2018, there were **811,000 Ontario residents** who were underemployed, unemployed, searching and discouraged.<sup>13</sup>

In 2018, the proportion of long-term unemployed (> 6 months) was **16.9%**, higher than its 2008 pre-recession low of 13.0%.<sup>14</sup>

There are over **315,000 Ontario youth** between the ages of 16-29 who are not in employment, education or training.<sup>15</sup>

People with disabilities have an employment rate of **49%**, compared to **79%** for Canadians without a disability.<sup>16</sup>

### WHO'S 'THE LABOUR FORCE'?

-  **Employed:** those content with their current employment, with either full-time jobs (30 hours or more per week) or part-time jobs (less than 30 hours per week)
-  **Unemployed:** those without work, but available and looking.
-  **Underemployed:** those working part-time, but want and are available to work full-time.
-  **Waiting:** those expecting recall or reply, or plan to start a job in the future.
-  **Discouraged:** searchers who want and are available to work, but stop looking believing no jobs are available.
-  **Not in the labour force:** those neither working nor seeking work. This includes retirees, students, and those taking care of children or other family members.





As the nature of work and business operations change more rapidly, the necessity to upskill and retrain more effectively and quickly, becomes ever more important.

## A COSTLY DISCONNECT

The disparity between the demand for talent and underutilized human capital, represents a significant lost opportunity and cost to the economy, but also a chance for practical and strategic changes to the employment and skills training system.

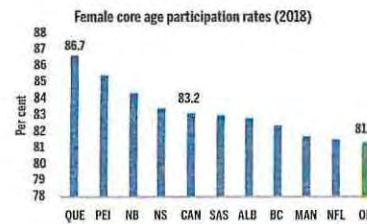
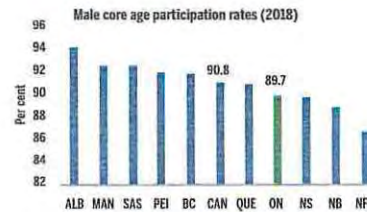
We know from consultations and surveys with job seekers and employers that the current tools and practices are not adequately connecting people looking for jobs with businesses looking for talent. Job seekers, including individuals who are recent arrivals to Canada and those who have been unemployed for long periods of time, confirm what we already know - people want a job; the opportunity to apply their skills; support their families; and build a sustainable and rewarding career.

Resolving this disconnect will help sustain our momentum of economic growth, ensure economic gains are inclusive and better distributed within our communities, reduce poverty, and increase our tax base to help fund priority investments. Finding solutions to poverty through better access to employment can help resolve some of GTA's major challenges, including the rise of income inequality and child poverty.<sup>17</sup>

Studies by the Brookfield Institute, RBC, McKinsey, Institute for Competitiveness and Prosperity, PwC, Toronto Financial International<sup>18</sup> and many others, corroborate that new jobs will require increasingly complex skills. As technology changes, job functions and roles will also change, demanding an ever more nimble and adaptive workforce and skills training system. As the nature of work and business operations change more rapidly, the necessity to upskill and retrain more effectively and quickly becomes ever more important.

Anticipated automation and increased immigration levels to supplement an aging workforce only amplify the need for better labour force connections, skills matching and upskilling, and mid-career retraining. A recent survey indicated that a third of all workers have anxiety about the future of their jobs due to automation.<sup>19</sup> Research shows that raising the basic literacy and numeracy levels an additional 1% would lead to a 3% return on GDP. As well, focusing on workers with the lowest literacy and numeracy skills, who are at greater risk of automation, will have a greater impact than focusing on workers with higher skill levels.<sup>20</sup>

Labour force participation rates for Ontario adults are among the lowest in Canada



Source: Statistics Canada & FAO.

## Quick Stats

Up to 60% of Canadian employees experience skill mismatches - they have either higher skills or lower skills than their job demands.<sup>21</sup>

The OECD finds 35% of the skills required for jobs across industries will change by 2020.<sup>22</sup>

Between 1993 and 2015, per employee spending (in constant dollars) on workplace training in Canada declined by 37% from \$1,207 per employee to \$800 respectively.<sup>23</sup>

Canadian organizations spent 1.41% of their annual payroll on training activities in 2014-2015, with highly educated workers far more likely to receive training. Workers in lower wage occupations, older workers, those with less education, non-unionized workers, and women are less likely to receive employer-sponsored training.<sup>24</sup>

Most employers report an average one-time cost of \$500, or none at all, to accommodate employees with disabilities.<sup>25</sup>





# CURRENT SYSTEM SHORTCOMINGS

The provincial government invests more than \$1.2 billion every year in skills development and employment services. Despite this significant investment, Ontario's workforce system is layered and fragmented, making it challenging to navigate for both businesses and job seekers. The opportunity for a more effective and streamlined system sits across three parallel employment service programs delivered under the umbrellas of Employment Ontario, Ontario Works and Ontario Disability Support Program (ODSP). Reports including the 2012 Drummond Report, the 2016 and 2018 Auditor General Reports, the 2017 Ontario Centre for Workforce Innovation Report, and the 2012 Lankin and Sheikh Review of Social Assistance in Ontario<sup>26</sup> have published in-depth analyses of the current system's shortcomings, echoed by the experiences of job seekers and employers. The system is largely unresponsive to the local needs of employers and a changing economy, rarely tracking or incentivizing long-term employment outcomes, labour mobility, or appropriate wraparound services that ensure people are supported to retain and advance in their employment.

The majority of existing programs track outputs, such as the number of people served, and short-term outcomes, such as immediate employment attainment. It does not assess if the service was able to connect people to employment that they could not obtain on their own or whether they retain their employment. ODSP is the exception from the three, incentivizing performance outcomes for up to 3 years. For the most part, current service design does not effectively address structural barriers and challenges such as the availability of appropriate skills training, connections between education and training systems and industry at scale, the delivery of flexible wraparound supports, and labour mobility, among others. Additionally, as these three programs are administered separately, local communities and economies are not benefitting from optimized and targeted resources and are forced to work with three different systems. The current system also does not incentivize or reward flexibility or innovation in service delivery or collaboration among system actors, including service providers, employers, and trainers.

## QUICK STATS

Overall, **half** of those who leave Ontario Works return, with four out of five returning within a year.<sup>25</sup>

Only **1% of people** in receipt of social assistance re-enter the workforce in a given month.<sup>26</sup>

**Less than half** of those who begin an apprenticeship program in Ontario complete it.<sup>26</sup>

Only **38% of Employment Ontario clients** were employed full-time at program completion, and only 14% had found employment in their field.<sup>27</sup>

Only **35% of Second Career clients** were employed at program completion, but only **17% were employed full-time**, and only 10% were in their field.<sup>27</sup>

Among the largest shortcomings of the current system is that it generally funds training services that are too often not connected to industry and employer feedback, hiring needs, or business operations. With few exceptions, the policy guidelines and design of these programs do not create the capacity or flexibility to calibrate interventions to high-demand industries or occupations. Similarly, program guidelines and resource allocation do not currently support partnership development, needs assessments, or innovative solution design to more effectively meet the needs of specific industries and job seekers and workers, especially those with more complex needs.

Additionally, current services delivered through these three programs and the associated skills training programs, such as Second Career, Canada-Ontario Job Grant, and Literacy and Basic Skills, do not target or effectively serve incumbent workers, including mid-career and lower-skilled workers, missing the opportunity to proactively support the upskilling of lower skilled workers and those at risk of automation, displacement, and layoff. This is a significant gap considering that mid-career workers, typically between 35-54 years of age, make up 87% of the Canadian labour force.<sup>27</sup>

Collectively, this represents a lost opportunity for all stakeholders: government, tax payers, business, and most importantly the individuals who are struggling to gain a permanent foothold in the labour market and build their careers and economic self-sufficiency.

**EMPLOYMENT ONTARIO** offers a suite of programs to provide employment and training services to job seekers and employers, apprenticeship training to students seeking certification and employment in a skilled trade, and literacy and numeracy skills to people who lack basic education necessary for employment. These programs are funded by the Ministry of Training, Colleges and Universities, and the majority are delivered by third-party agencies.

- **Employment Services** offers resources, supports and services to individuals and employers, such as assistance with job searches, training and upgrading, apprenticeships, and employer and community support programs.
- **Second Career** is a program for laid-off unemployed workers for which skills training is the most appropriate intervention to transition them into high-skill, demand occupations in the local labour market.
- **Canada-Ontario Job Grant** provides opportunities for employers to invest in their workforce with direct financial support for employee training.
- **Ontario Literacy and Basic Skills** program helps adults to develop and apply communication, numeracy, interpersonal and digital skills.

**ONTARIO WORKS** helps people in temporary financial need find employment through employment services, such as job search support, employment placement, self-employment development, and financial assistance, such as basic needs and shelter. This program is funded by the Ministry of Children, Community and Social Services.

**ONTARIO DISABILITY SUPPORT PROGRAM (ODSP)** employment supports help people with disabilities increase their economic independence. Employment supports provide funding to third-party service providers who are responsible for placing and retaining employment supports for clients. This program is funded by the Ministry of Children, Community and Social Services.







## OPPORTUNITY TO IMPROVE EMPLOYMENT OUTCOMES

The provincial government has signaled an extensive overhaul of employment services, social assistance reforms, apprenticeships, and education programs<sup>22</sup>, with the goals of driving improved employment outcomes, better aligning the skills and training system with the needs of business, and streamlining system integration of service delivery.

A significant step in this process is to streamline and integrate services currently offered through Ontario Works, ODSP and Employment Ontario. This integration will be followed by decentralization through new regional service system managers (SSMs). The government has indicated that the system changes will be implemented gradually, starting with three SSM prototypes in Fall 2019. The modernization of the system will also include a refreshed Labour Market Information website to help learners and job seekers explore career options, with integration to the Canada Job Bank for job searches.

This is a challenging but much-needed undertaking. Together, we have the opportunity to create a nimble and more responsive workforce system designed to support people with diverse needs, meet the needs of industry, and develop new approaches to build the talent of our workforce and support inclusive economic development.

### Together, we have the opportunity to create a more nimble and responsive workforce system designed to support people with diverse needs.

The opportunity is significant to create the system Ontario needs and ensure that the province and its residents are able to capture the economic benefits of the new economy and retain our competitive advantage. Building on previous work by the Toronto Region Board of Trade<sup>24</sup>, Metcalf Foundation<sup>25</sup>, and United Way Greater Toronto<sup>26</sup>, we see many opportunities for the government to build on its direction and enhance the current system to better serve people and businesses, and create more value for the economy.

The following six guiding principles and seven recommendations build on effective practices from Ontario and other jurisdictions, offering an inclusive path forward for the government's consideration as it takes on this transformational system change. The underpinning assumption is that with the right supports, partnerships, flexibility and incentives, and the effective integration of employment services, there is an opportunity to provide better quality and more responsive services for job seekers, workers, and employers.

#### OCTOBER 2018

Provincial government announced phased dissolution of the Ontario College of Trades and launched a **review of the apprenticeship system** to "create a more modern, outcomes-focused system".

#### NOVEMBER 2018

Provincial government committed to "**social assistance reforms** that will restore dignity, encourage employment, and empower the province's most vulnerable to break free from the poverty cycle".

#### FEBRUARY 2019

Provincial government announced its intention to "**transform its employment services** to help more people find and keep quality jobs and increase the number of businesses finding the right workers with the right skills".

#### APRIL 2019

**New microcredentials pilot** and increased emphasis on employment outcomes from educational programs was announced in the 2019 Ontario Budget.

#### MAY 2019

Provincial government launched a **review of the Workplace Safety and Insurance Board (WSIB)** to "ensure workers and their families remain supported and protected in the workplace".



## GUIDING PRINCIPLES

### 1 Establish a “demand-driven” system



A 21<sup>st</sup> century workforce development system must align skills training, including technical, essential and soft skills, relocation opportunities and employment programs for workers with industry demand for talent. The system must be nimble enough to respond to the changing needs of industry.

### 2 Double-down on high growth sectors



Focus efforts on industry sectors and communities with strong long-term employment prospects, aligned with regional economic development planning. This includes exploring mechanisms to incentivize and support labour mobility across the province and encourage people to locate to communities with growing jobs. Of particular importance should be sectors and communities that provide family-sustaining wages, and opportunities for building on-ramps and career pathways for people who are currently disadvantaged in the labour market.

### 3 Support “learning-while-earning”



Lifelong learning and ongoing skills development is becoming increasingly important for incumbent and mid-career workers to reduce risk of job displacement and support career development. The system should be recalibrated to better support employer-recognized and workplace training for new entrants and incumbent workers. That includes occupational training/certification, workplace and industry specific literacy and essential skills, and work-integrated learning, such as co-ops, internships and work study programs that help bridge students and job seekers into the workforce.

### 4 Anchor program design in higher quality and timely data and analysis



From system planning to individual client support, program design should be anchored in robust, timely, and easily accessible labour market information and analysis and regional industry talent needs. This data and intelligence should inform practical tools that can guide career choices and business decisions at a regional and community level, as well as labour mobility strategies across the province.

### 5 Tailor flexible services to the needs of job seekers, workers and businesses to achieve quality, sustainable employment



One-size-fits-all approaches cannot adequately serve the spectrum of people looking for work, especially those facing complex barriers. The new model should be responsive to people with a range of experiences, including the long-term unemployed, people with disabilities, newcomers, youth, indigenous people, and social assistance recipients. Program and system investments should be designed based on the level of need and challenges experienced by individuals, including tailored, flexible, and ongoing support as required, and be integrated with interventions that address the needs of business. Service design and impact measurement should incentivize customization to achieve a quality, sustainable employment, and not prescriptive, narrow, short-term increments of service and output measurement. Service system managers should be required to address the needs of harder-to-serve populations in order to serve that role for government in the new system.

### 6 Incentivize innovation and continuous improvement and align resources with impact objectives and long-term outcomes



Employment services system architecture, programs and funding models should encourage innovation, pilot and test creative solutions, and align funding with the objective of employment quality, retention, economic mobility and impact on regional economic development priorities. The new system design should measure outcomes rather than outputs, incentivize and reward innovation and strong performance. KPIs and guideline development should be consulted on and reported publicly. SSMs should be required to develop continuous improvement plans working in partnership with industry and system partners, and report publicly on outcomes, learning, and continuous improvement plans.





## RECOMMENDATIONS

#1

### Support new Service System Managers with regional labour market information

Integrating employment programs under new SSM to be more responsive to regional conditions and a rapidly changing economy will enable more nimble responses to workforce planning. This approach recognizes differences in regional economies across the province and better aligns with the needs of industry sectors and the economic activities that drive them.

In order to realize their potential, the new SSM should work with industry, labour, academic, and NGO partners to better equip themselves with real-time, reliable labour market information to match local in-demand labour and skill needs, track and respond to sectoral projections, and tailor services to support responsive, as well as proactive labour market planning and talent development. Providing SSM and end users with quality labour market information will be critical to ensure that the new system and service delivery is able to fulfill its potential to align and prepare the labour market with current and future jobs, and support the alignment of human capital and economic development planning.

As there are regional disparities among communities with very low levels of unemployment and those with higher levels, labour mobility strategies and incentives to support newcomers and other Ontarians to locate to communities with in-demand jobs will support inclusive regional growth. Through regional partnerships, the province should ensure that quality data is available across Ontario, and also incentivize innovation regarding the use of data to better facilitate workforce planning, outcomes and labour mobility across regions.





## Develop Partnerships with local industry employers

Training and employment interventions and programs designed in partnership with industry employers, based on needs, operations and trends support the potential for best outcomes for job seekers, workers and businesses, both in the short-term and long-term. That includes wages, mobility, retention and a positive impact on business operations and costs. Critical to the success of workforce programs is having a credible intermediary coordinate and design solutions on behalf of industry and workforce needs. Combined with regional labour market information, SSM can partner with industry sector intermediaries to support the development of new talent pipelines and incumbent worker skill development initiatives.

Actively including employers to develop customized and relevant solutions is an alternative to funding existing off-the-shelf training, including Second Career, where employers are not involved in the candidate recruitment and training selection process, training standard and integration of programs with hiring cycles, expectations, and others. This approach has been successful in Ontario and other jurisdictions, especially for job seekers with significant barriers to employment, such as persons with disabilities.<sup>34</sup>

Employers and industry groups should be supported to participate in training and education delivery through the use of work-based learning opportunities and on-the-job training delivered by industry employers. Such methods can serve to further align and increase the value of the training intervention, provide relevant experience for training participants, and serve as a mechanism to effectively assess a candidate's fit for a workplace.

Group sponsors of apprentices are another example of sector intermediaries. The group sponsor plays a central coordination role that supports recruitment, registration, training and completion of apprentices on behalf of many companies. These approaches alleviate the burden on small and medium-sized enterprises and can increase the supply and completion of apprentices by removing structural barriers in the apprenticeship system/workplace. This approach should be promoted regionally and provincially and supported through resources for centralized coordinating capacity for each group sponsor.

Building on its red tape reduction work, the province should remove unnecessary red tape associated with participating in training programs and partnerships. As well, the government should increase capacity for partnership development among employers, trainers and other agencies to plan and design workforce programs. Administrative burden can be a deterrent to utilize programs and can disproportionately absorb a lot of valuable capacity.

### Profile: Ontario Electrical League: supporting Ontario Youth

The Ontario Electrical League (OEL) is the industry association representing 400 small and medium sized electrical contractors in Ontario. In order to build a talent pipeline and future workforce of electricians, the OEL supported the development of a charity, Support Ontario Youth (SOY), which has a mandate to increase the number of apprentices entering and completing an apprenticeship in the skilled trades. OEL promotes apprenticeship to its business members and SOY provides support to apprentices and companies to develop the next generation of electricians.

Since the fall of 2018, SOY and OEL recruited and registered 60 apprentices with a total of 60 employers, including 22 new companies who are hiring apprentices for the very first time. Recruiting and training apprentices is critical to the labour supply of electricians in Ontario, and small contractors are a significant part of the industry. Through their role as a group apprenticeship sponsor, SOY is able to remove administrative burden from the employers and also address structural issues such as the fact that many specialized firms cannot employ a first year apprentice, and other more general builders have a higher need for entry level apprentices. SOY plays a coordinating role to connect the apprentice to employers based on their specific needs in order to ensure that the apprentice receives the necessary experience and hours to complete their apprenticeship.

SOY's goal is to recruit 500 new employers to train apprentices in multiple skilled trades in order to train up to 2000 new apprentices by the end of 2023. SOY is currently developing a new childcare pilot, which will provide childcare during extended hours for trades workers with young children who are required to work outside of the hours of regular childcare centres.

### Profile: ACCES Employment - financial services connections

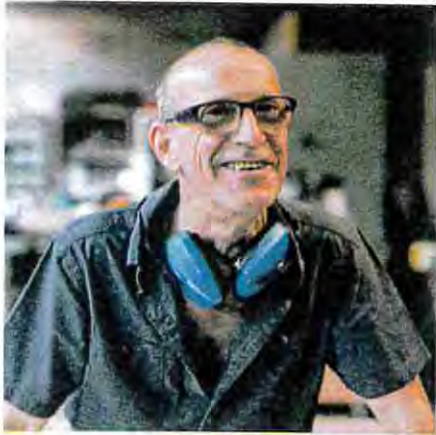
ACCES Employment (ACCES) is a non-profit Employment Ontario service organization with 6 service locations across the GTA, serving 34,000 people a year. ACCES has been delivering Bridge Training Programs for the last 14 years. Bridge Training Programs target internationally trained professionals and provide contextual industry specific training, including business English and industry specific certification, to support the transition of internationally trained professionals into Canadian in-demand positions that align with their previous experience and education. These programs target occupations such as: IT, Cybersecurity, Engineering, Human Resources, Hospitality, Construction Trades, Supply Chain, Healthcare, and Financial Services, among others.

For example, Financial Services Connections (FSC) is a 4 week program where participants receive industry certification specific to their financial services background, such as Canadian Investment Funds Course (CIFIC) or Certified Anti-Money Laundering Specialist (CAMS), as well as a Certificate of Completion in Workplace Communications in Canada from Ryerson University, enabling candidates to upgrade their business English and network with financial services employers. Following placement, ACCES provides sector specific business and language coaches to support troubleshooting issues that may arise regarding workplace culture and communication.

In 2018 over 88% of FSC participants secured employment commensurate with their experience, in positions such as Business Account Manager, Banking Advisor, Business Analyst, and Senior Anti Money Laundering (AML) Investigator. ACCES partners with many businesses, including all of Canada's top 5 banks (TD, RBC, BMO, CIBC and Scotiabank), to recruit from this program. ACCES also offers workplace English upgrading for incumbent workers, online services, and pre-arrival services. In 2019 ACCES will support over 2,500 people in 15 sector-specific bridge training programs.







#3

### Provide flexible and continuous wraparound support following employment placement

Individuals with the greatest needs and barriers to employment often face challenges that are not addressed solely through traditional employment and training solutions. In many cases, there are mental health and emotional challenges, as well as challenges that are caused by experiences of poverty and trauma, housing and domestic instability, among others. These challenges are often addressed as part of a workforce intervention, but are not always eliminated when a person secures employment. This is reflected in the high rate of return to social assistance among those who leave the system. Providing flexibility as part of the service delivery model to offer on-going support and follow-up for individuals and employers as needed will support employment sustainability for the individual, employers, and the system.

Effective and innovative approaches to address retention often include strategies embedded in the workplace that serve to address workplace challenges through partnership with the employers, and support new entrants with ad hoc counselling when needed. Other strategies include on-going alumni services, including mentorship that can also be linked to further skill development and lifelong learning. Providing longer-term retention services are also tied to incentivizing and tracking sustainable outcomes. Providing flexibility in service delivery that allows for customization and innovation is critical to supporting sustainable outcomes for the individual, business and economy. Such an approach will also support the development of an evidence-base regarding the effectiveness of service interventions.

#### Profile: Building Up

Building Up is a non-profit social enterprise business operating in the water retrofit and renovation industry in Toronto since 2014. As part of their business model Building Up works with high rise, residential and commercial clients to provide water efficiency retrofits, as well as general labour and general contracting services. However, Building Up's primary business is actually training and preparing people with employment barriers for jobs and careers in Toronto's construction industry. To date, Building Up has trained 215 people. Approximately, 40% were in receipt of Ontario Works or ODSP prior to joining Building Up.

Training participants are assessed based on their existing skills and competencies and receive training that is customized and aligned with their skill gaps based on the needs of the construction industry. For example, if people only need upgrading in a certain area their training is shorter, where others will need a longer duration of training and preparation. Building Up successfully transitions 89% of participants into employment outside of the company with an 85% retention rate. Over 50% of Building Up participants are referred directly into apprenticeships.

Building Up provides hands-on training in construction, contextualized soft-skills training and coaching, academic upgrading and preparation to support people for the specific requirements of the trade they are pursuing, as well as embedded counselling and case management within the programs, and following employment placement. A percentage participate in training supported by the provincial pre-apprenticeship program. Building Up works with participants for up to five years and is able to offer employment within the social enterprise if someone is laid off from a construction job due to low seniority or seasonality in the industry.

#### Profile: NPower Canada

Established in Canada in 2014, NPower Canada launches low-income, diverse young adults ages 18-29 into digital careers through 15 weeks of no-cost skills training, industry certification, and direct job placement. Employers such as Accenture, Cisco, IBM, RBC and TELUS inform the design of NPower Canada's program to align with industry needs. To date, 85% of NPower Canada alumni have secured employment and/or are enrolled in post-secondary education. Graduates have been placed into roles such as Junior Software Developer, Help Desk Analyst and Service Technician. 38% of program participants were in receipt of social assistance prior to joining NPower Canada. Over 80% of alumni remain employed in digital roles at 12 and 24 months post-hire. NPower Canada also offers embedded soft skills training and counselling services in the programs and five years of alumni career ladder services. NPower is expected to train 590 youth in 2019.



#4

### Encourage innovative approaches to serve the most vulnerable

Job seekers with the most difficulty finding employment are often experiencing a myriad of challenges. These challenges can include, but are not limited to, a lack of recent or recognized work history or international credentials, a lack of social connections and networks, stigma and a lack of awareness regarding disability, emotional, mental health challenges and general issues related to poverty, including transportation, housing, and childcare access. However, in many cases the circumstances at play are akin to the iceberg under the waterline and are not visible immediately. Service providers and SSMs should be required to develop solutions to support sustainable employment for those with diverse needs. This approach should track and financially incent long-term outcomes and seek to build a better understanding of 'what works' in addressing these challenges.

As individuals are more likely to secure and retain employment when the intervention is based on industry needs, employers should be educated and supported on the true cost and types of accommodations that may be required. For example, services that target job seekers with disabilities and support disability talent inclusion can also be integrated into industry workforce strategies. Disability inclusion initiatives are often more effective when aligned to the operations and needs of specific employers and industries and customized to compliment operations. Such approaches enable companies to re-frame the lens on accommodation and potential of employing people with disabilities, dispelling myths about the associated cost and limitations. Programs that allow for flexible and responsive design enable creative and often effective workforce interventions that support disability inclusion, employment, and business operations.

In order to serve job seekers with complex employment challenges, proactive community outreach should be supported to engage individuals not currently connected to or aware of available services. Although efforts should be made to breakdown systemic barriers and offer as much support in finding and retaining employment, SSMs also need to recognize that not all individuals are able to participate in traditional work at a given time as a result of their disabilities or other challenges. As such, it cannot be expected that all individuals will participate in employment if they are unable to.

#### Profile: Hospitality Workers Training Centre

The Hospitality Workers Training Centre (HWTC) was established in 2004 in response to the SARS crisis in Toronto that resulted in the lay-off of hundreds of workers. Since then, HWTC has developed new entrant and incumbent training pathways based on a partnership with hotel and food service sector employers and the hospitality workers' union. HWTC trains unemployed people, including those in receipt of Ontario Works and ODSP for in-demand positions with partnering hotels and food service companies.

HWTC uses a model of applied, hands-on training, often delivered with industry employers, which allows for customization to support training for individuals with unique learning needs, including disabilities. For example, HWTC trains individuals who are Deaf for various positions by initially using an interpreter, but then work with the companies to develop simple communication systems like an iPhone or tablet and pre-printed communications for customers to support sustainable workplace accommodation. HWTC also provides case management and counselling within training and in post-hire services for as long as they are required by the individual. Since 2016, HWTC has trained 414 new entrants, 25% identified as persons with disabilities. The average employment rate of these placement is 76%.





#5

### Target training resources to incumbent and mid-career workers

Upskilling strategies that support currently employed workers with the objective of mitigating the chance of layoff, supporting upward mobility, or developing the workforce to support greater industry competitiveness are much more effective when developed with employers. Considerations related to worker skill levels, schedules, geography, motivation, and skills recognition contribute to successful uptake and impact of the training intervention on the individual and the business. For example, customizing curriculum that integrates business operations, KPIs, and new industry trends will make the training more relevant for the individual and the business.

Integrating essential skills into occupation or industry specific skills training is another effective practice in supporting incumbent workers to enhance occupational skills, as well as increase literacy, numeracy and digital skills. With the increased use of technology, and more complex job requirements across sectors and occupations, these skills are increasingly necessary for workers to adapt and remain competitive. Developing this curriculum and implementation plan with industry employers, with engagement from the workforce will support greater success in uptake, learning outcomes and potential wage gains, employment retention and advancement pathways. Delivering training in the workplace and at convenient times will also influence success.

Programs, including Canada Ontario Job Grant and Second Career should be modernized to support training designed and delivered in partnership with businesses, labour, non-profits, colleges, among others, to support mid-career shifts and upskilling for in-demand positions.

Providing training through micro-credentials as part of a career pathway can support skill development and advancement of incumbent workers based on industry trends and operations in a way that enhances productivity, retention, skills, credentials, professionalization, and wages of the workforce across an industry. This training should not be developed independent from industry and should be offered as part of a regional sector strategy with buy-in, customization and implementation support from multiple local employers, and informed by the experience and current skill levels of the workforce. Such training can be developed and delivered in partnership with education and training providers, but curriculum, implementation and evaluation should be informed heavily by multiple industry employers.

As part of the modernization of employment and skills training programs, the government should review the funding model and incentives to enable colleges to deliver short-term and part-time programming that support the needs of industry and incumbent workers.

### Profile: Excellence in Manufacturing Consortium - manufacturing essentials certification

The Excellence in Manufacturing Consortium (EMC) is a non-profit organization dedicated to helping manufacturers grow and become more competitive at home and around the world. In 2018 EMC launched a pilot of the Manufacturing Essential Certification (MEC), a new training model to increase literacy, essential and soft skills of employees in the manufacturing sector and to help manufacturing firms increase productivity and competitiveness. The pilot launched in Ontario initially training approximately 500 people. EMC is currently scaling this program across the country in six provinces.

The certification targets supervisory and production occupations. The supervisory training leverages effective practices and resources from Harvard Business Publishing. The production training is based on principles of lean manufacturing and requires employees to identify process improvement initiatives within their businesses working in teams, while also building their essential skills.

#6

### Align with infrastructure and workforce investments

Devolving employment services to a more local or regional level provides the opportunity to align workforce resources more deliberately with regional economic development plans. Aligning public investments in infrastructure and services with workforce programming will support an increase of the ROI on the initial public investment, as it will also create access to jobs and skills training for local residents where needed. This is about creating training and employment opportunities where the jobs are located and an opportunity for all local players - employers, service providers, government, and academic institutions - to work together for most effective and sustainable employment outcomes. This is complementary to Community Benefit Agreements, as it ties regional investment in infrastructure to investments in local people through access to employment and training opportunities.

Aligning and designing training with the needs of industry, regional development and job projections will support customized workforce programs and the development of local talent pipelines. For example, the development of large scheduled infrastructure projects should be linked with the skill development of local residents at scale. Partnering with employers from the onset will help to remove barriers like the time it takes to train a new talent pool, by integrating training with on-the-job experience.

Large public infrastructure and service investments should involve an assessment of workforce needs and identify opportunities to support a talent pipeline or incumbent worker skill development. Identified opportunities should create connection with appropriate local institutions in order to design and deliver solutions that meet the needs of industry and local residents. This is an opportunity to create multiple returns on public investments and support inclusive economic development.

#7

### Invest in capacity building, technical assistance and document learning about what works

The Province should invest in capacity building among SSMs, service providers and employers to build conceptual and applied expertise across the province. Targeted capacity building and technical assistance are often coupled with large scale program implementation and reform in order to build institutional, staff and system capacity. Capacity building can include areas such as program design, implementation, user experience and client service, continuous improvement, impact measurement and data integrity. Dedicated resources and efforts should be allocated to capacity building and used to inform iterative improvement of system transformation plans. This should be coupled with documentation and publication of what works related to program design, delivery and outcomes to build capacity of the field and scale impact.

### Profile: Eglinton Crosstown Community Benefits Framework

The Eglinton Crosstown LRT is the largest transit expansion in Toronto's history. Once completed, this 19-kilometre rapid transit corridor will add 25 stations that connect people and businesses across Toronto in underserved areas covering some of Toronto's lowest income neighbourhoods, with high rates of youth unemployment. Part of the project is a Community Benefits Agreement (CBA), a legally-binding contract to ensure local residents are getting jobs and paid training, while local businesses are able to provide goods and services, among other benefits.

A Community Benefits Framework ties together a formal partnership between Metrolinx, Crosslinx, United Way Greater Toronto, the Toronto Community Benefits Network (a community-labour alliance), and the provincial and municipal governments. Through the framework, close to 200 people have been hired from local communities in construction, professional, administrative and technical jobs, and more than \$5 million spent on purchasing from local small businesses. Partners are adding important components to the traditional workforce development process by ensuring outreach efforts are in place for communities not traditionally represented in the trades. Industry-responsive assessment and wrap around supports are also being provided to job seekers so that they can join training programs, get the certifications needed and start their new careers working.





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**Date:** February 4, 2020  
**Report Number:** 2020-04  
**Department:** Minister Morneau  
Minister Freeland  
Minister Fortier  
Minister Jordan  
Minister Garneau  
Minister Wilkinson  
Minister McKenna  
**Subject:** Niagara- Hamilton Trade Corridor – Phase 1

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**1. PURPOSE**

The Niagara-Hamilton Trade Corridor Phase 1 is the first stage of implementing a new trade/transportation corridor linking Highway 406-Welland with QEW-Fort Erie. This corridor has been identified in Provincial and Regional Transportation Studies over the last decade and more recently in the Niagara Region Transportation Master Plan that addresses the following Federal, Provincial and Region trade and transportation system capacity objectives:

- Advance growing Overseas trade opportunities with improved access to Container Seaports along the US Eastern Seaboard
- Improve trade opportunities with north eastern and central USA cities
- Improve supply-chain efficiency and transportation logistics
- Improve access to Niagara Economic Gateway and designated Foreign Trade Zone Point
- Address transportation system congestion issues, redundancy and reliability
- Provide opportunities to implement design features that address new technologies for traffic management, autonomous vehicles and climate change
- Reduce Green House Gas emissions

In the longer-term, the Niagara-Hamilton Trade Corridor Phase 1 will complement the Phase 2 segment that provides a multi-modal trade/transportation corridor from Highway 406 westerly to Highway 403 linking the Marine Ports (Port Colborne and Hamilton) and Airports (Hamilton International and Pearson International).

The Niagara-Hamilton Trade Corridor - Phase 2 segment, when constructed, will provide transportation system redundancy connecting the Niagara International Border Crossings and South Niagara to the Hamilton International Airport and Hamilton Port Authority facilities that:

- Facilitates the movement of people and goods within the Niagara – Hamilton area

- Expedites the delivery of international goods movement locally and nationally
- Provides an opportunity to develop an intermodal freight terminal located adjacent to the Welland Canal that allows marine, rail and road freight activities to interact with both national and international trade

To advance the implementation of the Niagara-Hamilton Trade Corridor Phase 1 project, Federal Funding is required to undertake an Environmental Assessment Study of the trade/transportation corridor that defines property acquisition, preliminary design of corridor and construction costs.

## **2. HISTORY, BACKGROUND AND EXISTING POLICY**

### **Project History**

The Niagara-Hamilton Trade Corridor Phase 1 was identified as a strategic trade/transportation corridor as part of the Ministry of Transportation – Transportation Development Strategy (NGTA Corridor Planning and EA Study - 2013) that recommended a four-lane highway corridor connecting Highway 406-Welland with QEW-Fort Erie.

The Phase 1 Corridor builds on the Continental 1 Transportation Corridor Analysis (2007) that:

- Supports long distance commodity movements between Canada and the USA, especially the US States of New York, Pennsylvania, Virginia, Georgia, and Florida
- Connects Ontario-New York regional population, economic, health, education and tourism centres

In 2015, the Ministry of Municipal Affairs and Housing (MMAH) designated a “planned corridor” between Highway 406-Welland and QEW-Fort Erie which prevents land use changes or approvals subject to undertaking an appropriate Environmental Assessment Study.

More recently, the Niagara Region Transportation Master Plan (2017) identified the Phase 1 corridor as a trade/transportation project that improves the efficiency and reliability of international trade, provides opportunities for employment growth in the Foreign Trade Point Zone and improved transportation network efficiency and redundancy.

### **Background**

Canada/USA binational trade is critical to the economic performance of both countries as Canada is the second largest trading partner with USA and USA is Canada’s largest trading partner.

Specific to Niagara Region and the Phase 1 Corridor project, the Niagara International Border crossings are critical to the economic performance of Canada as within an 800 km radius of Niagara Region there is access (within a day's drive) to two provinces, nine US States, 130 million people and a total 2015 GDP of \$7.5 trillion.

The trade that flows across the Niagara International borders totals well over \$100 billion and reflects the following 2015 statistics:

- Niagara International Borders are ranked #1 in terms of people and vehicular traffic and #2 in terms of overall value of goods crossing the border
- Approximately 950,000 trucks crossed between Canada and USA at the Niagara International Border crossings representing approximately 16% of all truck crossings between Canada and USA
- Approximately 84,000 loaded trailers (approximately 5% of all loaded containers) crossed the Niagara International Border
- Approximately 12% of all goods exported to the USA and approximately 15% of all goods imported to Canada crossed the Niagara International Border

The trade relationship between Canada and the USA is dependent on strategically located transportation and trade hubs that facilitate supply chains that are highly integrated with manufacturing plants, warehouses and distribution centres situated on either side of the border. In 2015, approximately 83% of the integrated trade was transported via land modes between Canada and the USA. Specific to the Niagara Border Crossings, 99% of integrated trade was transported via land modes (truck and rail).

Currently approximately \$2.8 billion of transiting exports destined to Overseas Markets pass through Niagara Region of which 45% is destined to Asia and 35% destined to Europe. The key commodity groups transited to Overseas Markets include Automotive, Manufacturing, Forestry, Agricultural and Mining. Approximately 75% of the transiting exports to Overseas Markets are transported by trucks which do not have a reasonable alternative to avoid the existing congestion on the freeway system in Niagara Region.

In Niagara Region, export trade is a major contributor to the regional economy. In 2016, the export of goods from Niagara brought \$4.1 billion into the regional economy, supported over 600 exporting establishments and supported over 12,000 jobs. The top international markets for Niagara exporters by number of companies include USA (549 companies), Europe (116 companies) and Asia (99) companies.

The QEW Corridor that provides access to the Niagara International Border crossing experiences considerable peak period congestion for commuters, recreational travel and goods movement. At both the provincial and regional level there is a recognition of the need to strategically widen existing facilities and provide new facilities to build capacity and network redundancies into the transportation network to accommodate travel demand, manage incidents and facilitate goods movement in an efficient manner.

The Niagara to GTA (NGTA) Corridor Planning and Environmental Assessment Study (2011) and subsequent Transportation Development Strategy (2013) identified the need for the Phase 1 Corridor. However, there has been limited action to initiate improvements to the QEW corridor or implementing the Phase 1 Corridor resulting in a deterioration in levels of service and travel time certainty along existing transportation corridors accessing the Niagara International Border crossings. Thus, it is critical for Niagara Region to initiate the Planning and Environmental Assessment of the Phase 1 Corridor with assistance from the Federal Government.

### **Existing Policy**

The Transport Canada announcement of the National Trade Corridor Fund identified the objectives of improving the efficiency and reliability of trade corridors, providing fluidity of goods movement and improving supply-chain management. These objectives support Niagara Region's goal of providing a new trade/transportation corridor linking Highway 406-Welland to QEW-Fort Erie.

The Niagara Region Transportation Master Plan, approved by Regional Council (2017), recommendation for Niagara-Hamilton Trade Corridor and especially the Phase 1 Corridor is consistent with Niagara Regional Council Strategic Priorities:

- Supporting Business and Economic Growth
- Economic Growth and Development
- Responsible Growth and Infrastructure Planning
- Facilitating the Movement of People and Goods

The Niagara Region Transportation Master Plan, approved by Regional Council (2017), recommended the Niagara-Hamilton Trade Corridor and especially the Phase 1 Corridor. Thus, recommendation is consistent with "good governance" related to providing reliable and redundant transportation system as well as support for and promotion of the Niagara Foreign Trade Zone Point and Niagara Gateway Economic Zone.

The Niagara-Hamilton Trade Corridor - Phase 1 Corridor supports ongoing Federal Initiatives including CUSMA which has been approved by USA and Mexico with Canada anticipated to ratify the agreement in Q1 2020.

The Niagara-Hamilton Trade Corridor is in alignment with Canada – USA international transportation studies including the Continental 1 Trade Corridor which, when fully implemented, will provide an enhanced and more efficient transportation system serving Quebec, Ontario and USA.

### **3. ACTIONS TAKEN TO DATE:**

Supporting documents and actions taken to date related to the Phase 1 Corridor include:

- Niagara to GTA (NGTA) Corridor Planning and Environmental Assessment (2011)
- NGTA Transportation Development Strategy (2013)

- Ministry of Municipal Affairs and Housing (MMAH) – “planned corridor” (2015) for Phase 1 Corridor
- Rural Ontario Municipal Association (ROMA) Phase 1 Corridor presentation Ontario Minister of Transportation (2016)
- Niagara Region Transportation Master Plan – Council Approved (2017)
- Niagara-Hamilton Trade Corridor (N-H Trade Corridor)
- National Trade Corridor Fund – Expression of Interest Submission – (2018 and 2019)
- Rural Ontario Municipal Association (ROMA) Phase 1 Corridor presentation Ontario Minister of Transportation (2020)

#### 4. COMMENTS AND DISCUSSION:

The Niagara-Hamilton Trade Corridor - Phase 1 Corridor project aligns with the National Trade Corridor Fund (NTCF) objectives:

- Support fluidity of Canadian trade by alleviating capacity constraints and bottlenecks, and strengthen modal inter-connectivity and operability
- Increase Canada’s share of North American bound container and/or bulk imports
- Support fluid and reliable trade flows between Canada and the US
- Increase the resilience of the Canadian transportation system to a changing climate and adaptability of new technologies and future innovation
- Enhance safety of transportation system/assets where the risks are greatest and significant potential for lost national income
- Promote sustainable transportation by reducing environmental impacts including GHG emissions
- Strengthen the resiliency of Canada’s transportation networks to impacts related to climate change
- Promote innovation and productivity improvements within transportation system
- Increase mobility options available for the movement of goods and passengers at strategic gateways, along trade corridors including urban areas or through border crossings
- Support critical trade-enhancing projects that align with NTCF priorities and receive the financial backing of other public or private entities
- Foster local support for important transportation corridors and infrastructure projects

The implications of the Phase 1 Corridor not being implemented include:

- Increased congestion along the QEW corridor resulting in:
  - Increased Green House Gas Emissions (GHG)
  - Increased transportation costs
  - Increased travel time delays
  - Increased vehicle collisions/incidents
  - No redundancy within the highway system to accommodate commercial vehicles destined to international border crossings
  - Reduced opportunities to attract industry and logistic firms to Niagara Foreign Trade Zone Point

- Limits opportunities of connecting International Border Crossings and South Niagara with Hamilton International Airport and Hamilton Port Authority facilities.
- Limits opportunities of implementing the Continental 1 Trade Corridor

## **5. OPTIONS AND FINANCIAL CONSIDERATIONS:**

The NGTA Transportation Development Strategy (2013) prepared by the Ministry of Transportation and the subsequent designation of a “planned corridor” by MMAH in 2015 identified the need and location of the preferred corridor.

Previous studies have indicated that if the corridor is constructed as a freeway corridor the construction cost could be in the order of \$1 billion. However, if the corridor is constructed as an arterial road the construction cost would be in the order of \$100 million.

Thus, it is important that an Environmental Assessment (EA) be undertaken to define the route alignment within the “planned corridor”, prepare a preliminary design that details design considerations and develop planning level constructions cost. The estimated cost of undertaking the Environmental Assessment is \$7 million.

The EA approval will provide the basis for:

- Preparing a Business Case and Cost Benefit Model
- Identifying construction delivery methods including Design-Build opportunities
- Partnership opportunities Federal, Provincial Regional or P3

## **6. COMPLIANCE WITH STRATEGIC INITIATIVES:**

The Niagara-Hamilton Trade Corridor - Phase 1 Corridor project complies with the following Strategic Initiatives:

- National Trade Corridor Fund objectives
  - See Section 4 for details
- Ministry of Transportation Corridor Study (NGTA) objectives
  - NGTA-East Corridor
- Niagara Region Council Strategic Priorities
  - Supporting Business and Economic Growth
    - Economic Growth and Development
  - Responsible Growth and Infrastructure Planning
    - Facilitating the Movement of People and Goods
    -
- Niagara Region Transportation Master Plan Implementation
  - Niagara-Hamilton Trade Corridor



## 7. ATTACHMENTS:

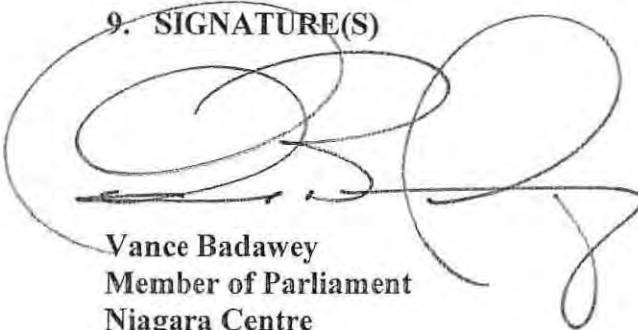
Supporting attachments include:

- Transportation Master Plan (TMP) – Executive Summary
- TMP - Map 6: 2041 Network
- NGTA Corridor and Gateway Lands – “planned corridor”
- Vance Badawey, MP – Niagara Centre – Report 2017-02 – Niagara Economic Gateway-Trade Corridor
- Report of the Standing Committee on Transport, Infrastructure and Communities – Interim Report on Establishing a Canadian Transportation and Logistics Strategy

## 8. RECOMMENDATIONS:

It is recommended that the 2020 Federal Budget allocate \$7 million to undertake the Niagara-Hamilton Trade Corridor – Phase 1 Environmental Assessment and that Niagara Region on receipt of Federal Funds initiate the Environmental Assessment study.

## 9. SIGNATURE(S)



**Vance Badawey**  
**Member of Parliament**  
**Niagara Centre**



**Bob Bratina**  
**Member of Parliament**  
**Hamilton East-Stoney Creek**

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**City of Port Colborne  
Regular Committee of the Whole Meeting 04-20  
Minutes**

- Date:** February 24, 2020
- Time:** 6:30 p.m.
- Place:** Council Chambers, Municipal Offices, 66 Charlotte Street, Port Colborne
- Members Present:** M. Bagu, Councillor  
E. Beauregard, Councillor  
G. Bruno, Councillor  
R. Bodner, Councillor  
F. Danch, Councillor  
A. Desmarais, Councillor  
D. Kalailieff, Councillor  
W. Steele, Mayor (presiding officer)  
H. Wells, Councillor
- Staff Present:** D. Aquilina, Director of Planning & Development  
A. LaPointe, Acting Director of Corporate Services/City Clerk  
C. Lee, Director of Engineering and Operations  
S. Luey, Chief Administrative Officer  
C. Madden, Deputy Clerk (minutes)  
N. Halasz, Acting Director of Community and Economic Development

Also in attendance were interested citizens, members of the news media and WeeStream.

**1. Call to Order:**

Mayor Steele called the meeting to order.

**2. National Anthem:**

Those in attendance stood for O Canada.

**3. Introduction of Addendum Items:**

**Additions:**

The addition of the Memo from Michelle Idzenga, Corporate Communications Officer to Item 2, Chief Administrative Officer, Report 2020-33, Subject: UPDATE #2 – Logo Revisions and Branding. This item was circulated via addendum on February 21, 2020.

The addition of item 12, City of Welland Resolution Re: Rural Economic Development Program Application to Fund the Niagara Central Dorothy Rungeling Airport Fuel Dispensing System. This item was circulated via addendum on February 24, 2020.

**4. Confirmation of Agenda:**

Moved by Councillor R. Bodner  
Seconded by Councillor D. Kalailieff

That the agenda dated February 24, 2020 be confirmed, as circulated or as amended.

CARRIED

**5. Disclosures of Interest:**

Councillor Beauregard declared a pecuniary interest regarding item 4 (Planning and Development Department, Planning Division, Report 2020-24, Subject: Land Sale on Lorraine Road - McIsaac) as he is employed by Sullivan Mahoney and the firm has provided legal advice with respect to this item. Councillor Beauregard refrained from discussing and voting on item 4.

**6. Adoption of Minutes:**

**(a) Regular meeting of Committee of the Whole 03-20, held February 10, 2020.**

Moved by Councillor H. Wells  
Seconded by Councillor A. Desmarais

(a) That the minutes of the regular meeting of Committee of the Whole 03-20, held on February 10, 2020, be approved as presented.

CARRIED

**7. Determination of Items Requiring Separate Discussion:**

The following items were identified for separate discussion:

Items 1, 3, 4, 5, 6, 9, and 12.

**8. Approval of Items Not Requiring Separate Discussion:**

Moved by Councillor F. Danch  
Seconded by Councillor E. Beauregard

That Items 1 to 12 on the agenda be approved, with the exception of items that have been deferred, deleted or listed for separate discussion, and the recommendation contained therein adopted.

**Items:**

**7. Community and Economic Development Department, Parks and Recreation Division, Report 2020-26, Subject: Port Colborne Downtown Cruiser's Association - 2020 Cruise Nights & Powerfest**

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Committee of the Whole recommends:

That the road closures necessary for the 2020 Downtown Cruise Night event on recurring Thursday evenings, from May 14, 2020 to September 17, 2020, as requested by the Port Colborne Downtown Cruiser's Association, (PCDCA) and outlined in Community and Economic Development, Parks and Recreation Division Report No; 2020-26, be approved;

That the following roads be closed to general vehicular traffic and parking from 5 p.m. to 9 p.m., each Thursday from May 14, 2020 to September 17, 2020:

- Clarence Street, from the eastern limit of the western driveway of the Food Basics parking lot, to the western limit of Catharine Street;
- Clarence Street, from the eastern limit of Catharine Street to the western limit of King Street;
- Clarence Street, from the eastern limit of King Street to the western limit of West Street; and
- Market Square;

That Market Square be closed to vehicular traffic on May 14, July 16, August 6, August 13, August 20, 2020 from 1 p.m. to 5 p.m., with the exception of the western access laneway, to be used as an ingress and egress to the CIBC Bank;

That emergency service vehicles, including ambulance, police and fire, as well as public works and public utility vehicles, be exempt from the above-noted closures;

That members, qualified participants, and volunteers of the PCDCA, be exempt from the above-noted closures;

That traffic barricades be supplied by Public Works staff every Thursday, from May 14, 2020 to September 17, 2020, to be delivered

before the end of the regular workday at the predetermined locations requiring barricades;

That PCDDCA volunteers be responsible for installing appropriate signage at each intersection, stating "Cruise Night Clarence Street Temporarily Closed – 5 to 9 p.m.", including Market Square, for the duration of the event;

That PCDDCA volunteers be responsible for ensuring road closure barricades are promptly removed and returned to the pick-up points at the end of the event each week;

That the PCDDCA be required to file a Certificate of Insurance, naming the City as an additional insured, in the amount of \$2,000,000, prior to the event for Cruise Nights and Powerfest;

That the fee for a Noise By-law Exemption application, to be submitted to the By-law Enforcement Division, be waived for Cruise Nights and Powerfest;

That the appropriate by-law be presented for approval; and

That the fee for the park permit of H.H. Knoll Lakeview park with access to hydro for Powerfest on Saturday, June 6, 2020 be waived.

**8. Community and Economic Development Department, Parks and Recreation Division, Report 2020-27, Subject: Community Bonfires at Nickel Beach**

Committee of the Whole recommends:

That the provisions of By-law 6280/106/15, Being a By-law to Regulate Open Air Burning in the City of Port Colborne, respecting open air burning within the boundaries of the City, be waived in order to accommodate the Nickel Beach Bonfires on June 19, July 17 and September 18 (the "Event") at Nickel Beach;

That the provisions of By-law 5503/100/10, Being a By-law to Manage and Regulate Municipal Parks, respecting fires and bonfires in municipal parks, be waived in order to accommodate the Event at Nickel Beach; and

That Vale Canada Ltd. and other appropriate parties be so notified of the dates and times of the Event.

**10. Karen Usick, Community Coordinator, Hepatitis C Care Clinic, Niagara Health System Re: Request for Proclamation of World Hepatitis Day, July 28, 2020**

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Committee of the Whole recommends:

That July 28, 2020 be proclaimed as "World Hepatitis Day" in the City of Port Colborne in accordance with the request received from Karen Usick, Community Coordinator, Hepatitis C Care Clinic, Niagara Health System.

**11. Niagara Federation of Agriculture and Various Municipalities Re: Bill 156, Security from Trespass and Protecting Food Safety Act**

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Committee of the Whole recommends:

That the correspondence received from the Niagara Federation of Agriculture and various municipalities Re: Bill 156, Security from Trespass and Protecting Food Safety Act, be received for information.

CARRIED

**9. Presentations:**

- (a) Fire Chief Tom Cartwright presented a Retirement Award to Charles Tousignan, Volunteer Captain, Port Colborne Fire and Emergency Services. The Chief thanked Mr. Tousignan for his years of service with the City.

**10. Delegations:**

- (a) **Patty Moss regarding road side mowing initiatives and to request additional changes**

Patty Moss provided a verbal presentation with respect to the delayed roadside mowing initiatives undertaken in Ward 4. Ms. Moss requested that more roads and the Friendship Trail be included in the road side mowing initiative and that signs be put up along these roads for purposes of educating citizens in an attempt to improve the program. A copy of the presentation is attached.

Moved in referral by Councillor E. Beauregard  
Seconded by Councillor G. Bruno

That consideration of the road side mowing initiative request be referred to the Director of Engineering and Operations and the Manager of Parks and Recreation to work with Patty Moss as well as

the Environmental Advisory Committee in order to prepare a report that investigates the recommendations proposed by Patty Moss; and

That the Director of Engineering and Operations and the Manager of Parks and Recreation report back to Council at the April 27, 2020 Committee of the Whole meeting.

CARRIED

Moved by Councillor A. Desmarais  
Seconded by Councillor E. Beauregard

That the Director of Engineering and Operations work with the Environmental Advisory Committee in order to prepare a report that provides information on Pollinator Partnership Canada and bring it forward to Council.

CARRIED

**(b) Cathy Kalynuik, 851 Pinecrest Road in response to Patty Moss delegation**

Cathy Kalynuik provided a verbal presentation to Council expressing concerns about flooding, restrictive sight lines, and noxious weeds attributed to the delayed roadside mowing program. A copy of the presentation is attached.

**11. Mayor's Report:**

A copy of the Mayor's Report is attached.

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

Regional Councillor Butters informed Council of a Public Health Social Services Standing Committee presentation regarding an early development instruments study, and also of two motions that were brought forward at Regional Council meetings, one respecting the direct election of the Regional Chair and one respecting reconsideration of a closed session item. Councillor Butters concluded by advising that a feasibility study of a future business model for the airports will be reported on at the Region's upcoming meeting on February 27, 2020.

**13. Councillors' Items:**

**Staff responses to Previous Councillors' enquiries:**

Nil.



**Councillors' Issues/Enquiries:****(a) Regional Planning Standing Committee Motion Re: Aquifer (Bodner)**

Councillor Bodner read aloud a motion that was passed by the Region's Planning Standing Committee regarding the aquifer. The motion was for staff to be directed to consider the highly vulnerable aquifer as an important, vital source of water to the rural residents in Niagara from Wainfleet, through Port Colborne to Fort Erie and ensure specific Official Plan policies are developed to reflect the importance and subsequent protection of this water source.

**(b) Short-term Rental Accommodations (Bodner)**

Councillor Bodner informed Council that he has received multiple inquiries regarding the City's position on short term rental accommodations and suggested that Council direct staff to prepare a report on this issue.

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

That the Director of Planning and Development investigate short-term rental accommodations and bring a report back to Council for information.

CARRIED

**(c) Gates at Road Ends in Ward 4 (Bodner)**

In response to Councillor Bodner's request for an update on gates at the road ends in Ward 4, the Director of Engineering and Operations informed Council that there is currently a temporary measure in place to respond to the concerns raised by citizens and that additional items to make the road ends consistent are being submitted through the 2020 budget process.

Moved by Councillor R. Bodner  
Seconded by Councillor H. Wells

That the Director of Engineering and Operations be directed to bring forward a reserve for a Ward 4 road end consistency program during the budget process and then proceed to work with the Ward 4 Councillors in order to prepare a draft report with regards to the implementation and development of this program which will be brought to a Ward 4 information meeting in the summer.

CARRIED

**(d) Downtown BIA Meeting on February 12 (Kalailieff)**

Councillor Kalailieff reported that the Downtown BIA held a meeting on February 12, 2020 and one of the main topics of discussion was how the Downtown BIA could work with the City during Canal Days to hold a celebration for the City's 150 year anniversary. In response to Councillor Kalailieff's request for an update on the plans being released to the public regarding the City's 150 year anniversary celebration, the Acting Director of Community and Economic Development informed Council of the following: that the celebrations will be happening a week before Canal Days; that she will soon be reaching out to the BIA and other community partners to request involvement; and that it will be an event similar to SportsFest which has third parties operating and hosting the event with the City assisting with promotional activities.

**(e) Port Colborne/Wainfleet Chamber of Commerce – President of Awards (Kalailieff)**

Councillor Kalailieff informed Council that the Port Colborne/Wainfleet Chamber of Commerce is holding their President Awards on March 25 at Roselawn. She listed the award categories and encouraged residents to nominate an individual or a business they know that makes the community a better place to live in.

**(f) Process for Cancelling an Event due to a Significant Weather Event (Beauregard)**

In response to Councillor Beauregard's concern with regards to the City not having a policy in place that prescribes how and when the City and its departments can cancel an event due to a significant weather event, the Chief Administrative Officer confirmed that currently, it is left to the discretion of whoever is running the event but that the topic of putting a uniform policy in place will be discussed with staff.

**(g) Compostable Straws Update (Beauregard)**

In response to Councillor Beauregard's request for an update on the motion he previously made with regards to the use of compostable straws, the Acting Director of Community and Economic Development informed Council that she will reach out to the Director of Community and Economic Development for a status on this initiative.

**(h) Public Skating (Bagu)**

Councillor Bagu encouraged residents to bring their children to the Vale Centre during the public skating hours as it is a fun and inexpensive way to spend time with loved ones.

**(i) Niagara Region Social Services Committee – Niagara Counts (Desmarais)**

Councillor Desmarais announced that Niagara Counts will soon be taking place which is a program that has the purpose of establishing the numbers of homelessness in the Region. She informed Council that this Count is scheduled on March 25 between 8 p.m.-11 p.m. and encouraged citizens to volunteer.

**(j) “Renting in Niagara Talk” at the Port Colborne Library (Desmarais)**

Councillor Desmarais informed Council that the Port Colborne Library will be holding a “Renting in Niagara Talk” on February 26 at 6:30 p.m. with the aim to provide information regarding the rental of properties and tenants' rights in Niagara.

**(k) Closure of Clarence Street Bridge (Desmarais)**

Councillor Desmarais reported that she has received several concerns from citizens who are experiencing issues maneuvering and walking around the closure of the Clarence Street Bridge with assisted devices. The Director of Engineering and Operations confirmed that he will work with the St. Lawrence Seaway in order to get these issues resolved.

**(l) Snider Dock Driveway Entrance (Desmarais)**

Councillor Desmarais expressed concern with regards to the Snider Dock Entrance on the east side of the Clarence Street Bridge. She indicated that the driveway has varying degrees of instability and is also very muddy. The Director of Engineering and Operations confirmed that he will investigate this issue.

**(m) Sherkston Shores Dragout (Wells)**

Councillor Wells provided an update on the ongoing issue occurring at the Empire and Beach road ends. He informed Council that the Ministry of Environment has been notified of this issue and that he is awaiting their response with regards to how to move forward. He further explained that this issue is extending onto Miller Road and that the Region is responding to this particular issue.

**(n) Updates on By-laws (Wells)**

In response to Councillor Wells' inquiry as to the status of having the Discharge of Firearms By-law and Noise By-law reviewed and updated, the Director of Planning and Development informed Council that a report will be brought forth to Council as Legal has completed the process of reviewing these two by-laws.

**(o) Concerns about Storm Sewer Fee (Wells)**

In response to Councillor Wells' request for an update on the Storm Sewer Fee in urban areas, the Acting Director of Corporate Services indicated that this was referred to the Director of Engineering and Operations as well as to Peter Senese to address during the wastewater budget process.

**14. Consideration of Items Requiring Separate Discussion:****1. Engineering and Operations Department, Operations Division, Report 2020-31, Subject: Greenhouse Gas Emissions Reduction Plan (2020)**

Mae Lannan, Climate Change Coordinator provided a presentation and answered questions received from Council. A copy of her presentation is attached.

Moved by Councillor D. Kalailieff  
Seconded by Councillor E. Beauregard

That Engineering and Operations Department, Operations Division Report No. 2020-31, Subject: Greenhouse Gas Emissions Reduction Plan (2020) be received;

That the Council of the City of Port Colborne approves the Greenhouse Gas Emissions Reduction Plan, 2020; and

That Council direct Staff to publish, make available to the public and implement the City's Greenhouse Gas Emissions Reduction Plan, 2020.

CARRIED

**2. Chief Administrative Officer, Report 2020-33, Subject: UPDATE #2 – Logo Revisions and Branding and Memo from Michelle Idzenga, Corporate Communications Officer**

Moved by Councillor R. Bodner  
Seconded by Councillor A. Desmarais

That Council approve the proposed new logo and design concepts outlined in Appendix B for staff to move forward with the creation of the Corporation's visual identity guide and subsequent implementation across the city.

Moved in amendment by Councillor E. Beauregard  
Seconded by Councillor G. Bruno

That the main motion be amended by replacing the words "Appendix B" with "Appendix C".

CARRIED

The vote was then called on the main motion, as amended, as follows:

That Council approve the proposed new logo and design concepts outlined in Appendix C for staff to move forward with the creation of the Corporation's visual identity guide and subsequent implementation across the city.

CARRIED

**3. Planning and Development Department, Planning Division, Report 2020-22, Subject: Recommendation Report for Zoning By-law Amendment D14-06-19, 180 Fares Street**

Moved by Councillor D. Kalailieff  
Seconded by Councillor H. Wells

That Council of the City of Port Colborne approve the Zoning By-law Amendment, attached hereto as Appendix A, rezoning the subject property from Neighbourhood Commercial to R4-53-H; and

That Staff be directed to prepare the Notice of Passing in accordance with the *Planning Act* and circulate to all applicable parties.

Moved in amendment by Councillor E. Beauregard  
Seconded by Councillor G. Bruno

That the main motion be amended by adding the following as the first and second paragraphs:

"That the requirement to complete a Phase 1 Environmental Site Assessment (ESA), be removed as a condition of the Holding provision;

That the requirement for a successful Consent to be obtained from the Committee of Adjustment for an easement with a nearby property to

allocate additional parking spaces, be replaced with a lease agreement with a nearby property to allocate additional parking spaces;”

That the main motion be further amended by replacing the third paragraph with the following:

“That Council of the City of Port Colborne approve the Zoning By-law Amendment, attached hereto as Appendix A, as amended, rezoning the subject property from Neighbourhood Commercial to R4-53; and”

CARRIED

The vote was then called on the main motion, as amended, as follows:

That the requirement to complete a Phase 1 Environmental Site Assessment (ESA), be removed as a condition of the Holding provision;

That the requirement for a successful Consent to be obtained from the Committee of Adjustment for an easement with a nearby property to allocate additional parking spaces, be replaced with a lease agreement with a nearby property to allocate additional parking spaces;

That Council of the City of Port Colborne approve the Zoning By-law Amendment, attached hereto as Appendix A, as amended, rezoning the subject property from Neighbourhood Commercial to R4-53; and

That Staff be directed to prepare the Notice of Passing in accordance with the *Planning Act* and circulate to all applicable parties.

CARRIED

**4. Planning and Development Department, Planning Division, Report 2020-24, Subject: Land Sale on Lorraine Road – Mclsaac**

Councillor Beauregard declared a conflict with this item and therefore did not vote.

Moved by Councillor H. Wells  
Seconded by Councillor R. Bodner

That By-law 6657/21/19 be repealed;

That the City enters into an Agreement of Purchase and Sale with Alisha Elizabeth Mclsaac for \$250,000 plus HST; and

That the Mayor, Clerk and City Solicitor be authorized to sign and execute any and all documents respecting the sale of these lands.

CARRIED

**5. Community and Economic Development Department, Health Services Division, Report 2020-34, Subject: Physician Recruitment Equipment Incentive for Dr. Emily Wilson**

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

That the City of Port Colborne support the request of a physician recruitment equipment incentive for Dr. Emily Wilson; and

That the request for \$8000 to be added to the Physician Recruitment Reserve be brought forward for consideration during the 2020 budget process.

CARRIED

**6. Community and Economic Development Department, Parks and Recreation Division, Report 2020-29, Subject: Sugarloaf Marina Business Plan RFP**

Moved by Councillor D. Kalailieff  
Seconded by Councillor G. Bruno

That \$65,000 of the Marina reserves be allocated to the Community and Economic Development Department, Parks and Recreation for the purposes of creating a long term strategic plan for Sugarloaf Marina; and

That the Director of Community and Economic Development Department, Parks and Recreation be directed to release an RFP inviting Proposals for the procurement of a qualified and competent consulting firm to undertake the completion of a Business Plan that will allow the City to strategically manage the direction of Sugarloaf Marina until 2030.

CARRIED

**9. Memorandum from Janice Peyton, Executive Assistant, DEO, Re: Environmental Advisory Committee – Vale Community Based Risk Assessment (CBRA) Questions and Responses**

Moved by Councillor A. Desmarais  
Seconded by Councillor E. Beauregard

That the memorandum from Janice Peyton, Executive Assistant, DEO  
Re: Environmental Advisory Committee –Vale Community Based Risk  
Assessment (CBRA) Questions and Responses, be received for  
information.

CARRIED

**12. City of Welland Resolution Re: Rural Economic Development Program  
Application to Fund the Niagara Central Dorothy Rungeling Airport Fuel  
Dispensing System**

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

That Council for the City of Port Colborne endorses the Pelham Rural  
Economic Development program application to fund the Niagara  
Central Dorothy Rungeling Airport fuel dispensing system.

CARRIED

**15. Notice of Motion:**

Nil.

**16. Adjournment:**

Mayor Steele adjourned the meeting at approximately 10:20 p.m.

CARRIED

AL/cm



## Roadside Study Summary for 2019 And requests for 2020

Last year was the 5th year of the roadside mowing initiative study that I have performed on the rural roads in our city. I still come out to the roads every two weeks from the date of the first roadside cut until the last mowing cut is performed in September. I watch for concerns of seed dispersal, height of vegetation in regards to safety, drainage concerns, and count larvae of the Monarch Butterfly. However, this study has expanded into a bigger project to emphasizing that these are important corridors, the only natural corridors we have left to use as a connection from one fragmented patch of natural land to another. We must find ways of using these city owned lands to protect pollinators, and to create healthy waterways that run throughout our city lands leading into the Lake Erie. The only way for this protection I feel is through education and understanding of the needs of the natural world around us.

As everyone remembers last spring was long wet such a slow start to the growing season. Cold wet weather carried on throughout into June making it a difficult year for farmers and gardeners to get food crops planted. Such weather does not stop Monarchs arriving, nor slow the importance of the bees and other pollinators from collecting nectar and pollen. Given that fact, it emphasizes the need to creating natural habitat that is adaptable to the changing climate patterns. The roadside vegetation is a resilient species of plants that have adapted to many adverse conditions, and has the ability to survive future climate conditions.

### Timing of roadside mowing

1<sup>st</sup> Cut June 17<sup>th</sup>

(this cut was performed later than usual)

Benefits: I observed the tall growth in the ditches (especially in the wet season) being beneficial to control mosquito larvae due to the fact spiders creating mass webbing along our ditch grasses. The tall grass also enabled dragonflies and Damselflies enough time to emerge as adults from the ditch waterways. I saw high concentrations of both species, whether it was due to the long cool weather or the late cut is to be determined.

Did the later scheduled cut delay seed development of flowering plants? I observed species such as Canada Thistle and Bull Thistle not being able to

produce flowers this study year, I believe it is because of the stress to the plant with a later spring cut. As well plants were delayed in the flowering development, a big factor could be the cool start to the growing season, continued observation is needed.

The overall height of vegetation was lower growing along the roads, therefore overall less seed development of aggressive species, and less dead organic matter at the time of fall after the final cut is preformed.

Disadvantages: The later cut did create a loss in Monarch larvae, Monarchs started arriving in the beginning of June, and therefore the timing of the cut did impact their habitat. But...not as detrimental to their habitat as the midsummer cut that is performed along the roads. The purpose of this study is to find the best solution for all scenarios, the farmers, residents and nature.

I also noticed important fall species of flowers are reduced where there is shallow ditches, so Goldenrod and New England aster had a reduction in flower development.

2<sup>nd</sup> Cut performed starting July 24<sup>th</sup>

There were still 6 roads still having the summer roadside cut, Brookfield road was the road I monitored for Monarch larvae just before the mowing was preformed. I collected over 370 caterpillars and eggs on the milkweed plants that grow along that road. The specimens I collected were carefully raised and 52 of the adult butterflies were released at the market in August at a roadside mowing display.

3<sup>rd</sup> Cut performed starting September 23<sup>rd</sup>

The fall mowing for all the roads was performed during the fourth week of September. The fall cut date will have to move ahead at least to the second or start of the third week. I'm considering the development of seed dispersal of Canadian Fleabane, and of another species called wild lettuce.

## Overall Summary

Again the roadsides were humming with activity, of course with Monarchs and other butterflies but also lots of activity were noticed in the bee houses that I installed the previous years. I also noticed less residential properties mowing along the roads, and there are hopes that farmers can at least leave a window of 6 to 8 weeks of plant vegetation along the roadsides to grow during the summer months.

Spraying of herbicide is still being performed on various farmland and residential roadside areas. I have figured the only approach is through education on the impacts of herbicide on our waterways. Maybe the persons that are using the sprays are truly unaware of the impacts. Residents with continued negligence after being educated will be brought to the attention through the Ministry of Natural Environment, not through the city means of the bylaw that we have in place. Mainly due to reasons of the city staff not being able to perform the right testing to confirm the use of what type of herbicide was being used.

### **Requests for approval from council**

- 1 To have the signs installed by May of this year, to have QR codes installed on them to educate the public on the corridor habitat and the study. This is a great way to create awareness of the need for healthy waterways, and to direct residents not to spray herbicides in the ditches. I really am hoping this was included in the budget this year, since the approval of the signs from council was approved after last year's budget.
- 2 To have all the roads removed off the summer cut schedule please, this is another reason to have the signs up to educate the public on this initiative. Roads that are left to be requested to be removed are as follows:
  - Elm Street
  - Chippawa Road

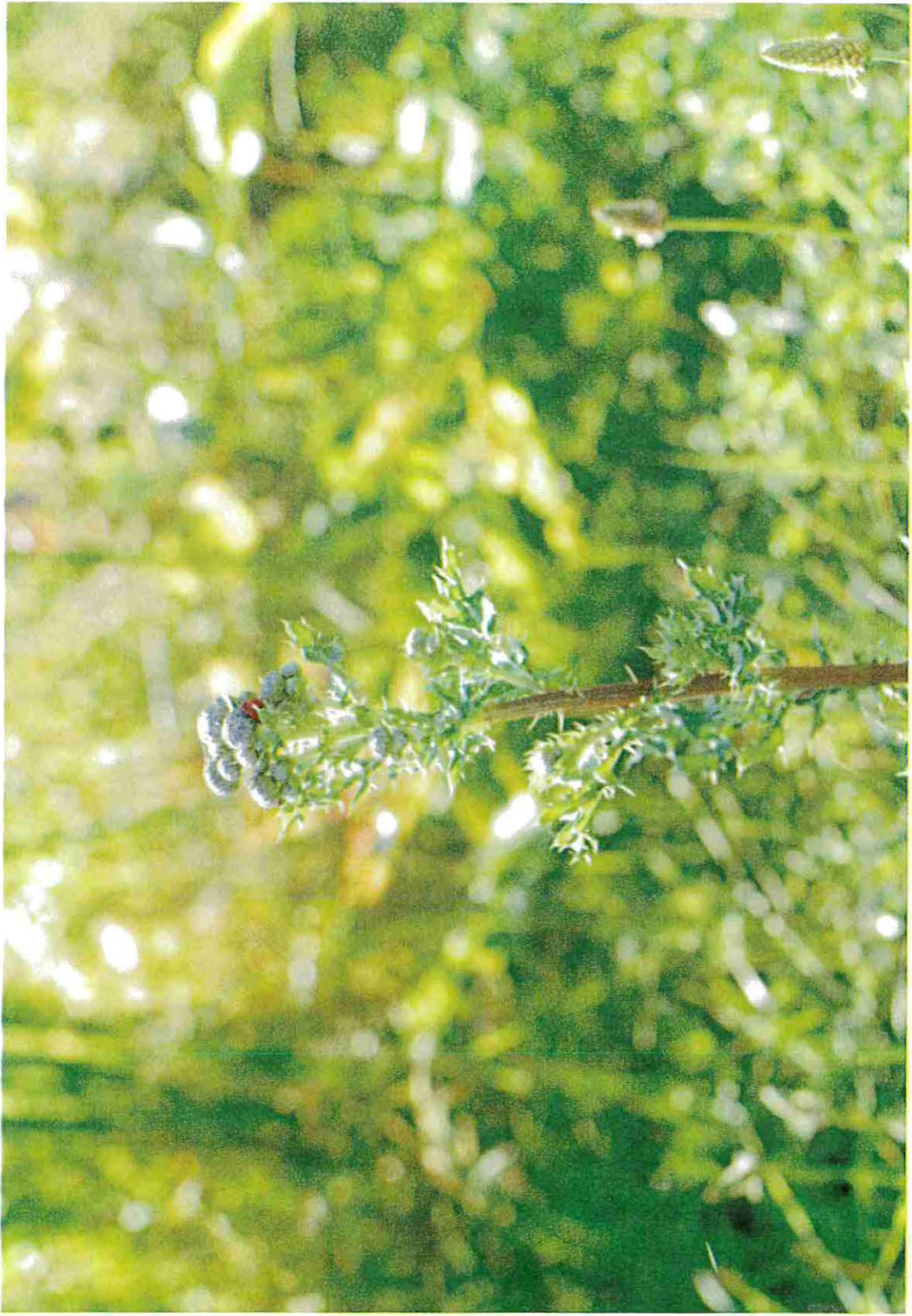
Sherkston Road  
Killaly street East and West ( last year west of Lorraine wasn't mowed)  
Brookfield Road  
Welland Street

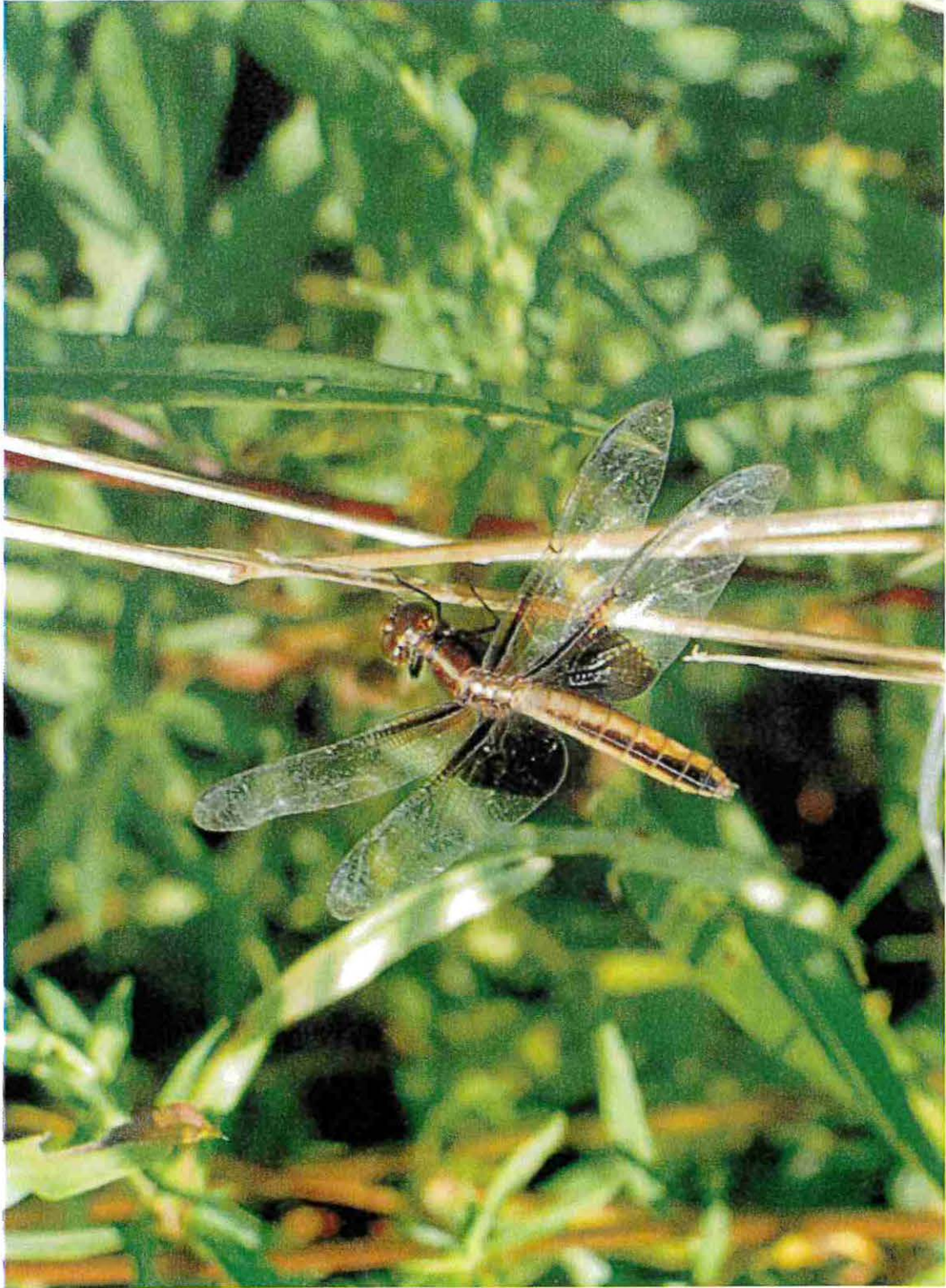
- 3 The trail system to have similar mowing schedule, with the inclusion of extra mowing performed at crossings and intersections of roadways. Suggestion of maybe a trial section of the trail system to decide on the best mowing practice?
- 4 Finally asking for additional city lands that have mowing performed, to be transitioned to natural areas. For example the large area that is mowed by staff along the trail system between Durham Road, east of Reuter Road. This would be a great location to start since it is behind the city urban area, if it becomes naturalized gives residents and kids a closer connection to nature near their homes and school.

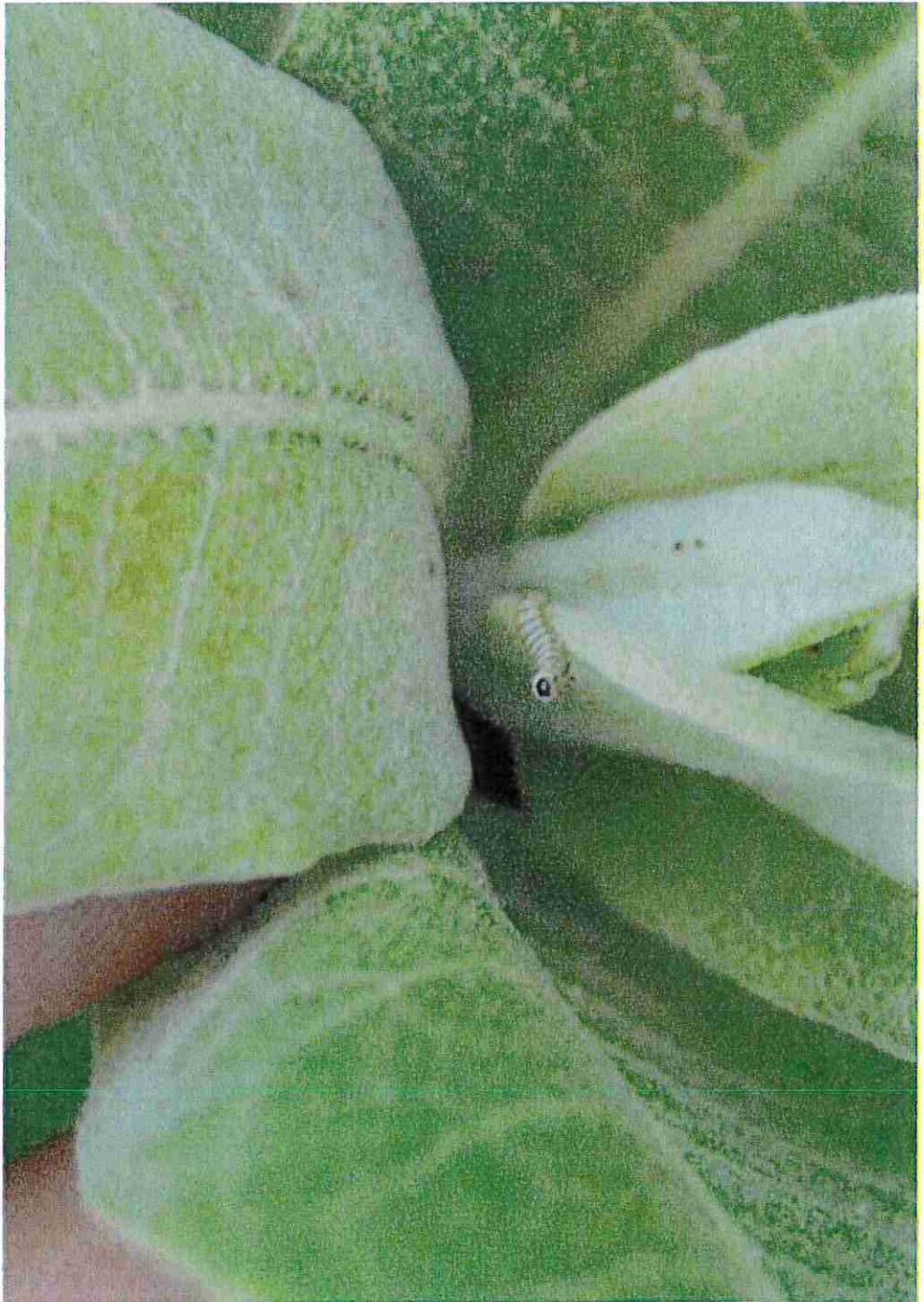
Many thanks to Council's and City Staff's support for this roadside mowing project, I have received much support and understanding from residents. I know it will benefit future generations, especially it will help encourage residents to create natural areas in their own yards. The more natural areas we create as a community the healthier our residents will be, not only for the food we grow, but for our minds and well being.

# Port Colborne's natural corridors

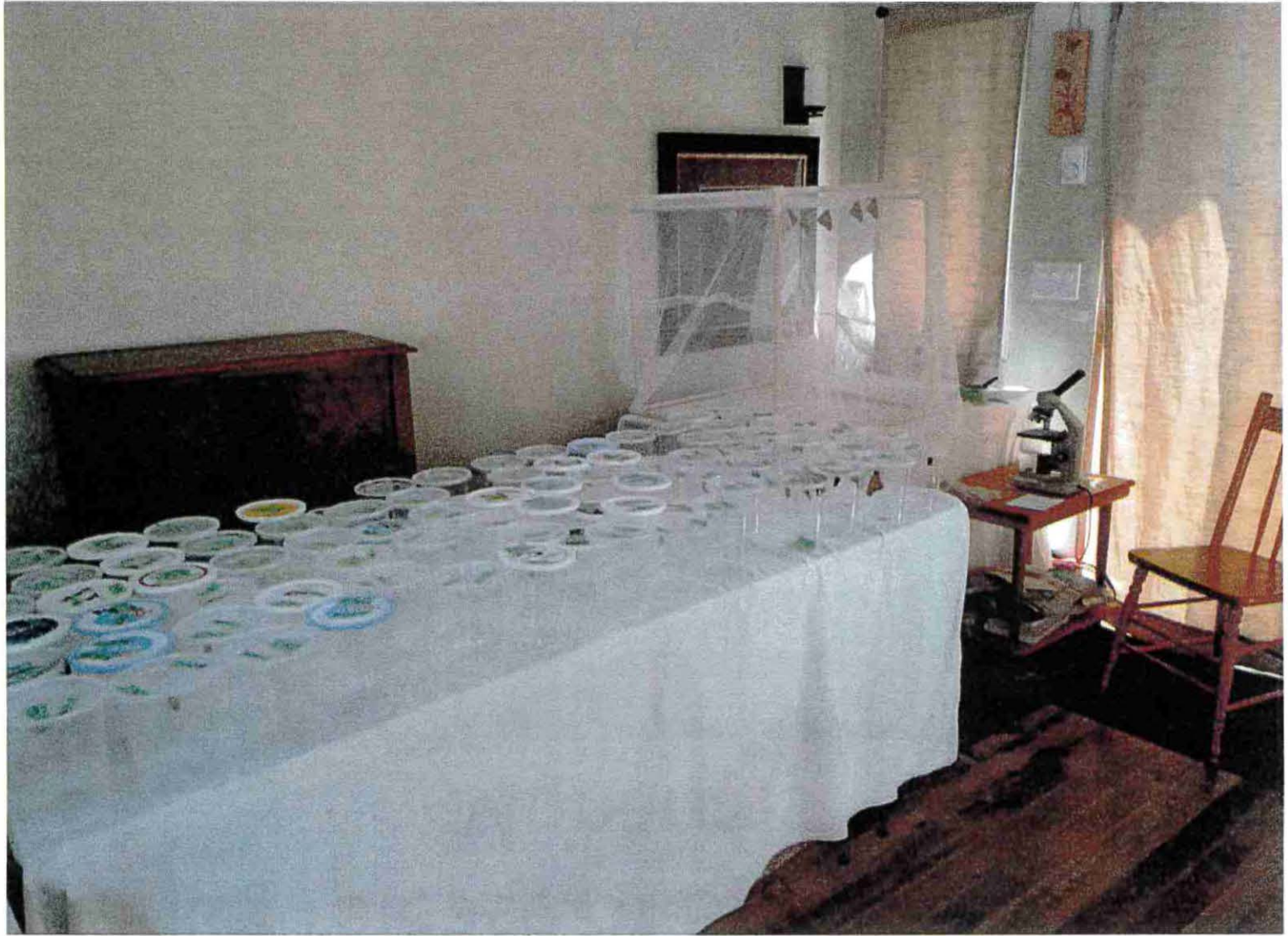












# Market release of Brookfield road Monarchs







# Killaly Street









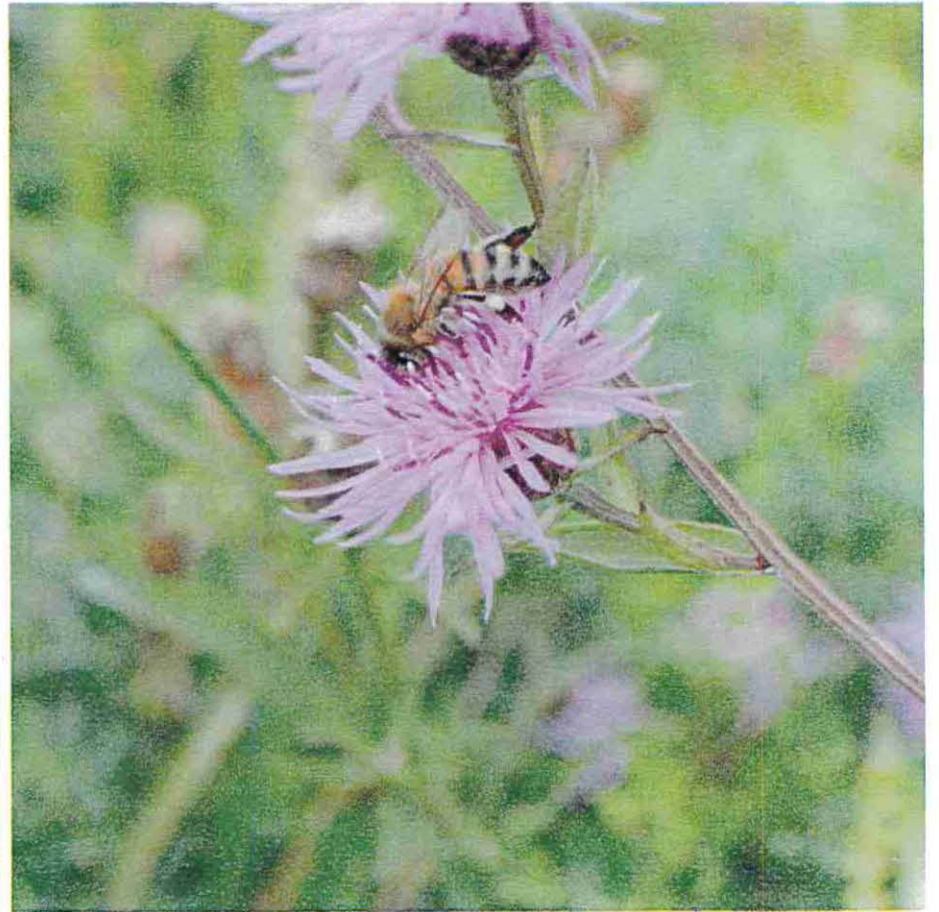




# Herbicide use on waterways























# WARNING



# PESTICIDE USE

FOR INFORMATION

CONTACT ..... CITY OF PORT COLBORNE  
CALL COLLECT ..... 905. 933. 4870  
DATE POSTED ..... JULY 9/19  
DATE SPRAYED ..... JULY 10/19



PESTICIDE .....

REGISTRATION NUMBER .....

TO CONTROL .....

PESTICIDE .....

REGISTRATION NUMBER .....

TO CONTROL .....

ROUNDUP  
TRANSORB

NUMBER

28198

POISON  
IVY

NUMBER



## MAYOR'S REPORT – FEBRUARY 24, 2020

### **The Martin Van Gool Memorial Golden Puck Hockey Tournament**

The Vale Health & Wellness Centre was very busy this weekend with teams attending the Martin Van Gool Memorial Golden Puck Hockey Tournament.

Teams from across Ontario attended with Peewee, Atom and Novice skaters taking to the ice over three days.

It was great to see such PORTicipation from families.

Congratulations to everyone who attended.

### **Russell Cup**

It was also my privilege last night to drop the puck at the opening game of the Jr A GMHL Russell Cup Championship Playoffs featuring our own Niagara Whalers versus the Durham Roadrunners.

Our Whalers took the first game last night with game 2 tonight in Durham. It is a best of 3 for the quarter finals.

Come out and cheer on our Whalers during their next home game.

### **Girl Guides of Canada – World Thinking Day**

On Friday morning I was visited by our local Girl Guides as they brought me their flag in celebration of World Thinking Day. We brought the flag up here for this evening.

World Thinking Day is a chance for Girl Guide to connect with 10 million other Girl Guides and Scouts across the globe and to shout about the amazing things they do.

The theme for 2020 is Diversity, Equity and Inclusion. At Girlguiding, these values are at the core of what they do, as they work to ensure that all girls receive the same great guiding experience.

## **Catharine Boitor**

I'd like to give a shout out to 13 year old Catharine Boitor, a grade 7 student at McKay Public School as she takes PORTicipating to a higher level.

Catharine has been accepted in the Page Program at the Ontario Legislature and will be spending four weeks in Toronto with 19 other students assisting our MPP's.

Catharine was selected into the program after submitting an essay outlining her achievements, involvements and suitability for the program.

Congratulations Catharine.

## **Port Colborne Operatic Society**

On Saturday evening I attended the 75<sup>th</sup> Anniversary of the Port Colborne Operatic Society and their current production of Mamma Mia.

Planning starts in September each year for their late winter production. Volunteers must commit to attending rehearsals, preparing props, back drops, music, dances and costumes.

The caliber and commitment of the individuals in these shows, both on stage and behind the scenes is remarkable.

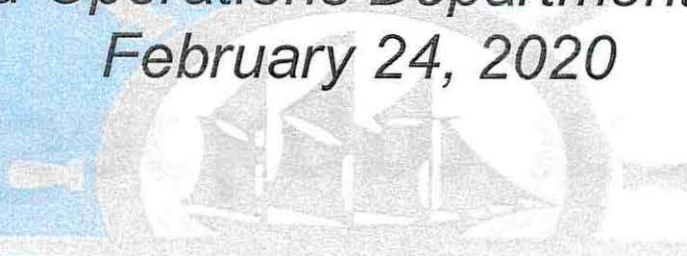
Tickets are still available for upcoming shows which run until Sunday March 8<sup>th</sup>. Contact the Showboat Festival Theatre Office at the Roselawn Centre.



# **The City of Port Colborne**

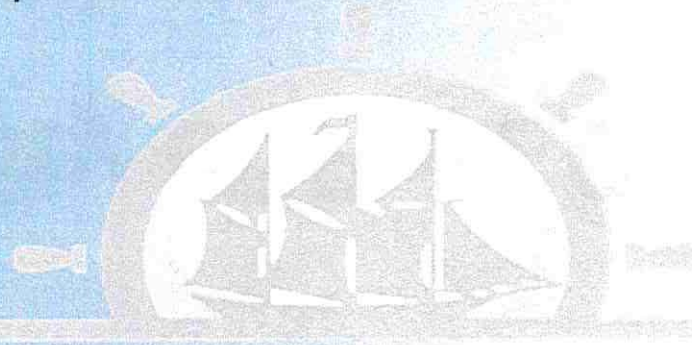
## ***Greenhouse Gas Emissions Reduction Plan***

*Engineering and Operations Department Report 2020-31  
February 24, 2020*



# Background

- In June 2018, the City applied to the Federation of Canadian Municipalities (FCM) for a Climate Change Staff Grant
- In the spring of 2019, staff learned that the City's request for funding had been approved
- Staff selected the climate change mitigation option, whereby the City would work on reducing municipal GHG emissions through the development and implementation of a GHG emissions reduction plan.

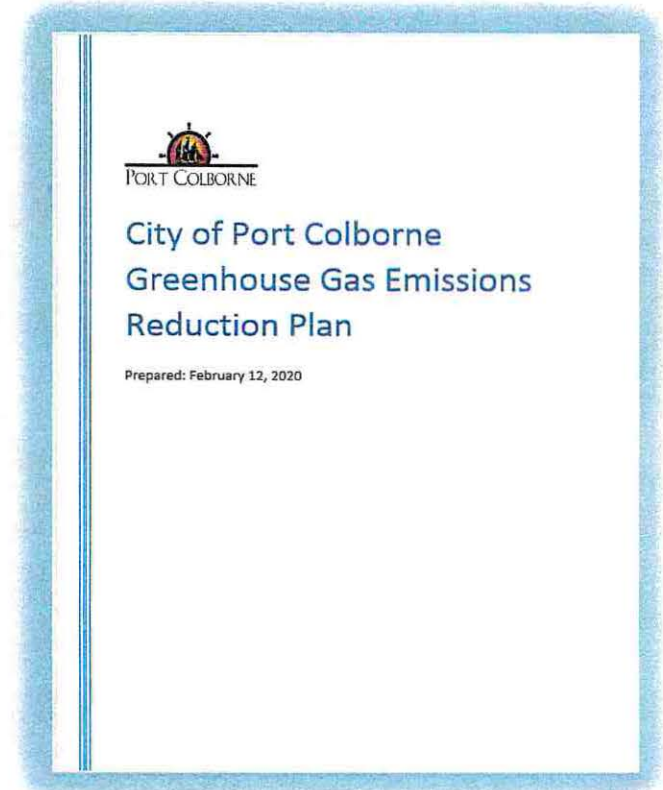


# The Plan

This Plan has been developed to present a comprehensive strategy and action plan for reducing GHG emissions from the City's corporate operations; supporting international, federal, provincial and City goals.

***Sectors included in this plan are:***

- ***Facilities***
- ***Fleet***
- ***Streetlights***
- ***Landfilled solid waste***



# Vision Statement

To carry out the strategic and proactive pursuit of responsible emissions reduction on a local level, which contribute to the federal governments' international commitments. Bearing in mind that one of the main considerations when establishing infrastructure is climate, it can be expected that rapid change in climate will have a crippling impact on existing infrastructure.

By taking action, the City has the opportunity to save money in municipal operations, lower energy costs for residents and businesses and increase investment in the local economy. Therefore, the City's GHG emissions reduction actions also contribute to the long-term environmental, economic, and social wellbeing of the residents, businesses and visitors of the City of Port Colborne.

# Commitment

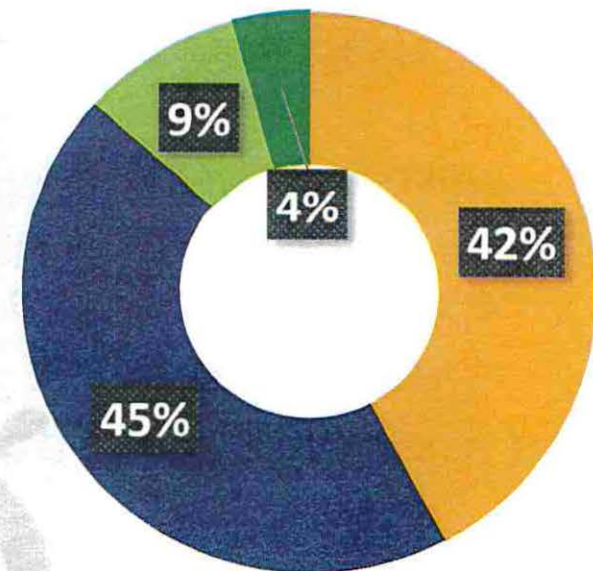
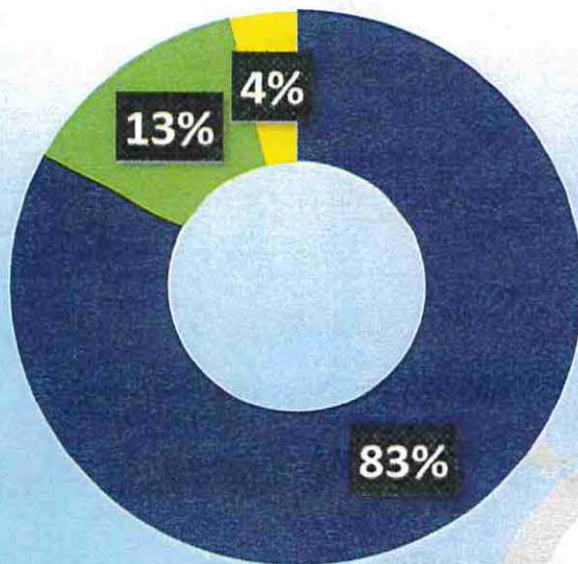
**The City of Port Colborne aims to lead the community by example, and therefore commits to the following:**

- *Allocation of the resources necessary to develop and implement a strategic GHG emissions reduction plan, aimed at reducing GHG emissions and the related environmental impacts, while increasing efficiency*
- *Promotion of responsible GHG emissions/energy management throughout the City, implementing economically viable emissions reduction projects, organizational measures, and renewable energy initiatives where possible*
- *Compliance with legislated environmental requirements and standards*
- *Continual improvement of the Plan and its projects and initiatives*

# Breakdown of Corporate Energy Consumption by Sector and Energy Source

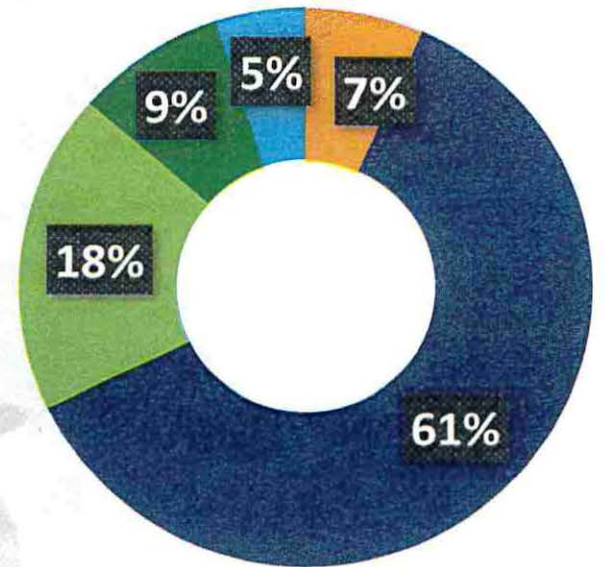
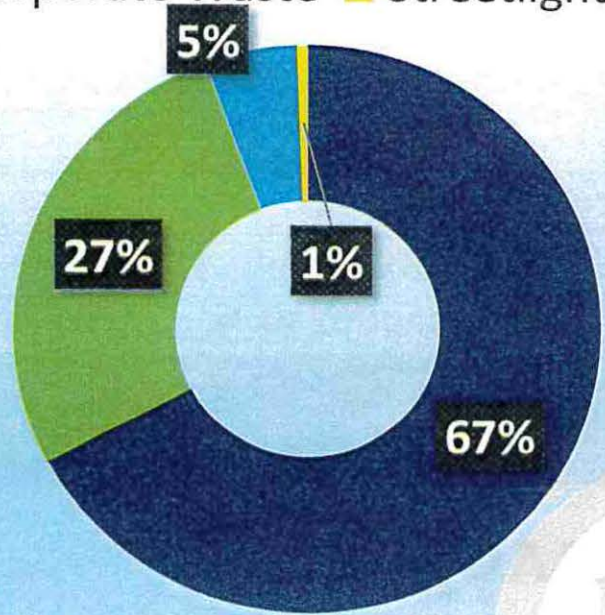
■ Buildings ■ Vehicle Fleet ■ Streetlights

■ Electricity ■ Natural Gas  
■ Diesel ■ Gasoline



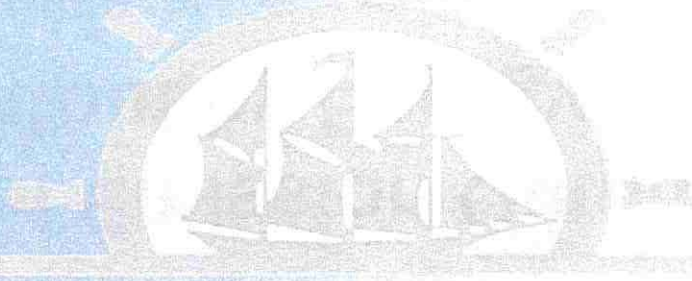
# Breakdown of Emission Output by Sector and Output by Energy Source

- Buildings
- Vehicle Fleet
- Electricity
- Natural Gas
- Corporate Waste
- Streetlights
- Diesel
- Gasoline



# Facility Emissions Change & Estimated GHG Inventory Change

Facilities			Estimated GHG Emissions Inventory Change (pre 2017)	
Year	GHG tonnes/year	GJ	Assumed 2013 inventory based on facility sum	2017 inventory sum
2013	1,355	34,548		
2014	1,261	34,743		
2015	1,209	33,828	2,015	1,730
2016	1,014	33,864		
2017	1,070	36,939		
<b>Overall Change</b>	<b>(-)21%</b>	<b>7%</b>		<b>(-)14% change in the inventory</b>

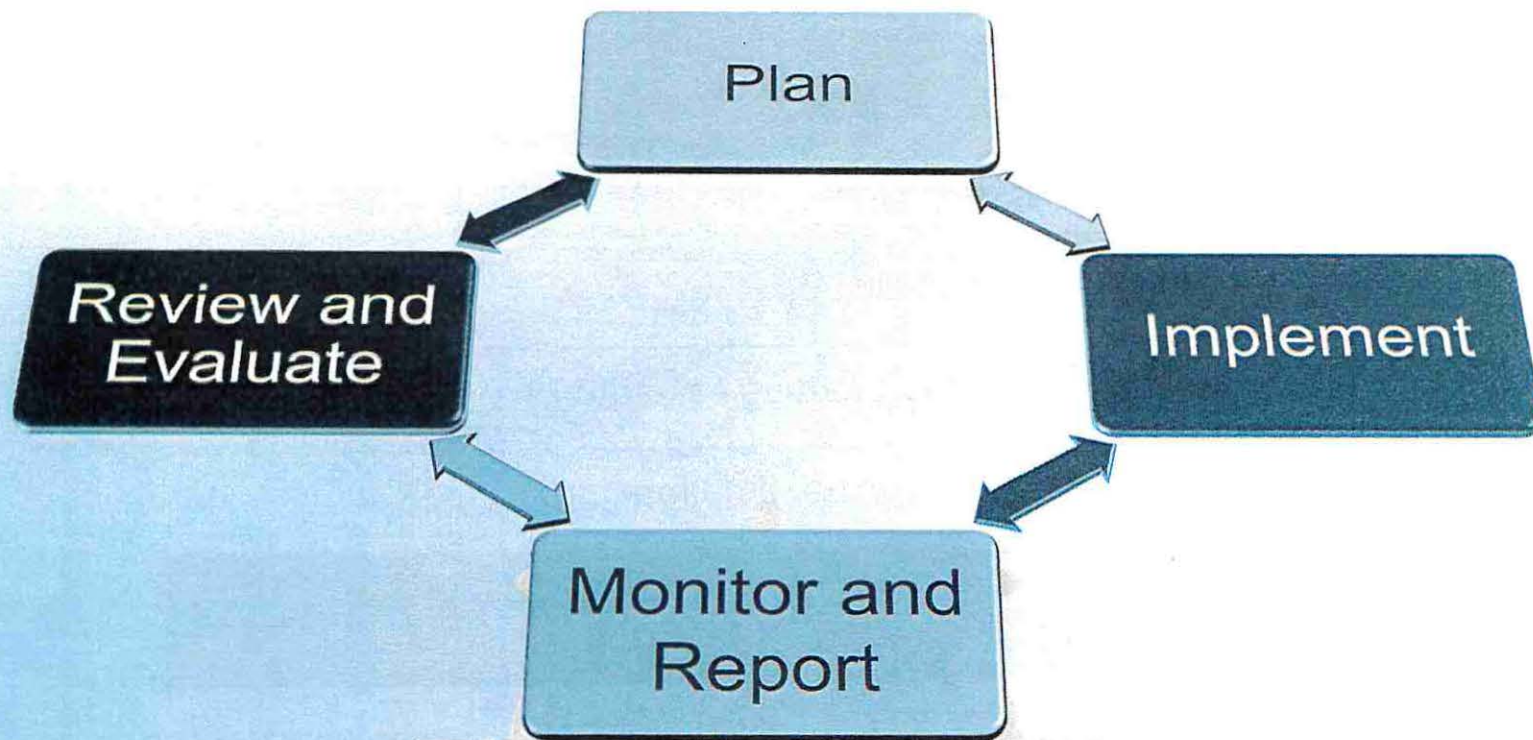


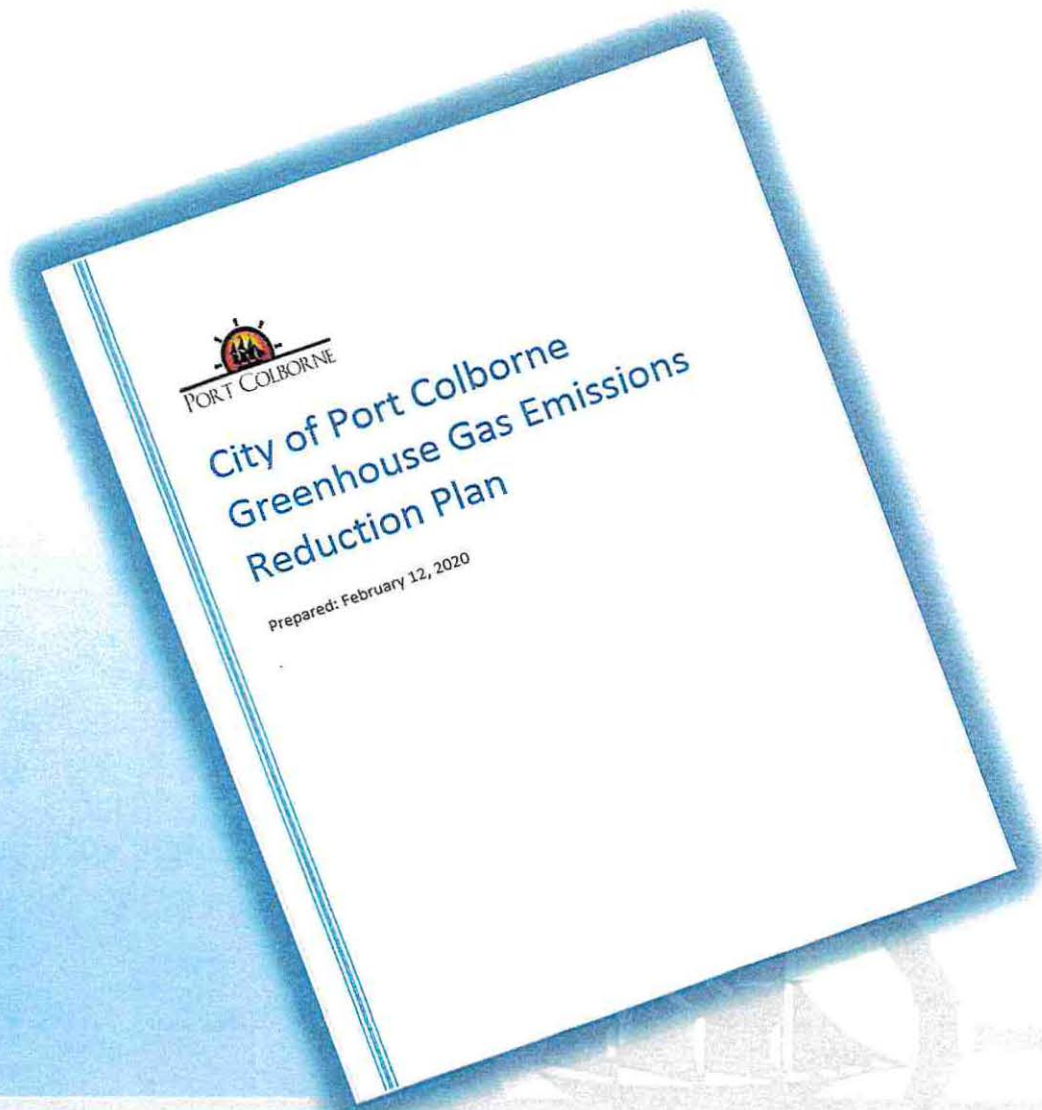


# Quantitative Goal Breakdown

<b>Lower Targets (1.5 – 2.5% each)</b>
Building retrofits
Employee energy training
Waste diversion program
Energy efficiency standard commitment for new-builds
<b>Higher targets (3 – 4% each)</b>
Application of a Green procurement policy/ climate lens

# Evaluation





# Questions?

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**City of Port Colborne  
Regular Meeting of Council 08-20  
Monday, March 9, 2020  
following Committee of the Whole Meeting  
Council Chambers, 3<sup>rd</sup> Floor, 66 Charlotte Street**

**Agenda**

1. **Call to Order:** Mayor William C. Steele
2. **Introduction of Addendum Items:**
3. **Confirmation of Agenda:**
4. **Disclosures of Interest:**
5. **Adoption of Minutes:**
  - (a) Regular meeting of Council 06-20, held on February 24, 2020.
6. **Determination of Items Requiring Separate Discussion:**
7. **Approval of Items Not Requiring Separate Discussion:**
8. **Consideration of Items Requiring Separate Discussion:**
9. **Proclamations:**
  - (a) Dig Safe Month, April 2020
10. **Minutes of Boards, Commissions & Committees:**
  - (a) Minutes of the Port Colborne Economic Development Advisory Committee Meeting of December 4, 2019
  - (b) Minutes of the Port Colborne Historical & Marine Museum Board of Management Meeting of January 21, 2020
  - (c) Minutes of the Main Street BIA Meeting of January 20, 2019, March 26, 2019, April 6, 2019 and September 23, 2019
11. **Consideration of By-laws:**
12. **Council in Closed Session:**
  - (i) Motion to go into Closed Session

That Council do now proceed into closed session in order to address the following matter(s):

- (a) Minutes of the closed session portion of the following Council Meeting: February 24, 2020.
  - (b) Memo from Councillor Gary Bruno and Councillor Ron Bodner regarding Niagara Central Dorothy Rungeling Airport (NCDRA), pursuant to the *Municipal Act, 2001*, Subsection 239(2)(c) a proposed or pending acquisition or disposition of land by the municipality or local board and (k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.
- (ii) Disclosures of Interest (closed session agenda):
  - (iii) Consideration of Closed Session Items:
  - (iv) Motion to Rise With Report:

**13. Disclosures of Interest Arising From Closed Session:**

**14. Report/Motions Arising From Closed Session:**

**15. Adjournment:**

## Council Items:

Notes	Item	Description / Recommendation
WCS MB EB RB GB FD AD DK HW	1.	<p><b><u>Community and Economic Development, Park and Recreation Division, Report 2020-30, Subject: Draft Agreement with Lighthouse Festival Theatre Corporation Respecting Theatre Management Services at Roselawn Centre for the Arts</u></b></p> <p>That the Director of Community and Economic Development be directed to finalize the process for entering into an agreement with Lighthouse Festival Theatre Corporation for the operation and management of the "theatre side" of Roselawn Centre for the Arts;</p> <p>That the Director of Community and Economic Development, be directed to allocate \$2,500 in the Department's 2020 budget for displaced employee support services; and</p> <p>That upon finalization, the Director of Community and Economic Development be granted approval and authorization to enter into the agreement with Lighthouse Festival Theatre.</p>
WCS MB EB RB GB FD AD DK HW	2.	<p><b><u>Planning and Development Department, Planning Division, Report 2020-25, Subject: Mineral Aggregate Operation Zone</u></b></p> <p>That Planning and Development Department, Planning Division, Report 2020-25, Subject: Mineral Aggregate Operation Zone, be received for information.</p>
<b>Miscellaneous Correspondence</b>		
WCS MB EB RB GB FD AD DK HW	3.	<p><b><u>Memorandum from Richard Daniel, Manager of Operations Re: Request for Proclamation of Dig Safe Month, April 2020</u></b></p> <p>That April 1 – 30, 2020 be proclaimed as "Dig Safe Month" in the City of Port Colborne in accordance with the request received from Richard Daniel, Manager of Operations.</p>
WCS MB EB RB GB FD AD DK HW	4.	<p><b><u>Niagara Regional Broadband Network Re: Request for Letter of Support to Provide Highspeed Internet Service to Underserved and Unserved Areas of Niagara Region and Port Colborne</u></b></p> <p>That Port Colborne City Council supports the Niagara Regional Broadband Network (NRBN) initiative to provide highspeed internet access to underserved and unserved areas of Niagara Region; and</p> <p>That the Mayor provide a letter of support for the initiative.</p>

WCS RB AD	MB GB DK	EB FD HW	5.	<p><b><u>Upper Canada Consultants Re: Rosedale Subdivision (26T-87018) Update on Planning Progress</u></b></p> <p>That the correspondence from Craig Rohe, Senior Planner, Upper Canada Consultants Re: Rosedale Subdivision – Update of Planning Progress, be received for information.</p>
WCS RB AD	MB GB DK	EB FD HW	6.	<p><b><u>Region of Niagara Re: Ecological Land Classification Mapping Update (PDS 3-2020)</u></b></p> <p>That the correspondence received from the Region of Niagara Re: Ecological Land Classification Mapping Update, be received for information.</p>
WCS RB AD	MB GB DK	EB FD HW	7.	<p><b><u>Niagara Regional Housing Re: Niagara Regional Housing (NRH) Quarterly Report – October 1 to December 31, 2019</u></b></p> <p>That the correspondence received from Niagara Regional Housing Re: NRH Quarterly Report – October 1 to December 31, 2019, be received for information.</p>
WCS RB AD	MB GB DK	EB FD HW	8.	<p><b><u>Ministry of Municipal Affairs and Housing Re: Provincial Policy Statement – 2020</u></b></p> <p>That the correspondence received from Steve Clark, Minister, Ministry of Municipal Affairs and Housing Re: Provincial Policy Statement – 2020, be received for information.</p>
WCS RB AD	MB GB DK	EB FD HW	9.	<p><b><u>Vance Badawey, Member of Parliament, Niagara Centre Re: Single Sport Betting</u></b></p> <p>That the correspondence received from Vance Badawey, Member of Parliament, Niagara Centre Re: Single Sport Betting, be received for information.</p>
WCS RB AD	MB GB DK	EB FD HW	10.	<p><b><u>Vance Badawey, Member of Parliament, Niagara Centre Re: Re-Branding the Gas Tax Fund – Building Communities Partnership Fund – Federal-Municipal Program</u></b></p> <p>That the correspondence received from Vance Badawey, Member of Parliament Niagara Centre Re: Re-Branding the Gas Tax Fund – Building Communities Partnership Fund – Federal-Municipal Program, be received for information.</p>



WCS RB AD	MB GB DK	EB FD HW	11.	<p><b><u>Vance Badawey, Member of Parliament, Niagara Centre Re: Great Lakes</u></b></p> <p>That the correspondence received from Vance Badawey, Member of Parliament, Niagara Centre Re: Great Lakes, be received for information.</p>
WCS RB AD	MB GB DK	EB FD HW	12.	<p><b><u>Vance Badawey, Member of Parliament, Niagara Centre Re: Skilled Trades</u></b></p> <p>That the correspondence received from Vance Badawey, Member of Parliament, Niagara Centre Re: Skilled Trades, be received for information.</p>
WCS RB AD	MB GB DK	EB FD HW	13.	<p><b><u>Vance Badawey, Member of Parliament, Niagara Centre Re: Niagara-Hamilton Trade Corridor Phase 1</u></b></p> <p>That the correspondence received from Vance Badawey, Member of Parliament, Niagara Centre Re: Niagara-Hamilton Trade Corridor Phase 1, be received for information.</p>
<b>Outside Resolutions – Requests for Endorsement</b>				
None.				
<b>Responses to City of Port Colborne Resolutions</b>				
None.				

**Consideration of By-laws  
(Council Agenda Item 11)**

<b>By-law No.</b>	<b>Title</b>
6763/13/20	Being a By-law to Amend Zoning By-law 6575/30/18 Respecting lands Legally Described as Part of Lot 13 on Plan 843, in the City of Port Colborne, Regional Municipality of Niagara, municipally known as 180 Fares Street
6764/14/20	Being a By-law to Authorize Entering Into a Lease Agreement with Lighthouse Theatre Corporation
6765/15/20	Being a By-law to Adopt, Ratify and Confirm the Proceedings of the Council of The Corporation of the City of Port Colborne at its Special and Regular Meetings of March 9, 2020

The Corporation of the City of Port Colborne

By-law no. 6763/13/20

Being a by-law to amend Zoning By-law 6575/30/18 respecting lands legally described as Part of Lot 13 on Plan 843, in the City of Port Colborne, Regional Municipality of Niagara, municipally known as 180 Fares Street.

Whereas By-law 6575/30/18 is a by-law of The Corporation of the City of Port Colborne restricting the use of land and the location and use of buildings and structures; and

Whereas, the Council of The Corporation of the City of Port Colborne desires to amend the said by-law.

Now therefore, and pursuant to the provisions of Section 34 of the *Planning Act, R.S.O. 1990*, The Corporation of the City of Port Colborne enacts as follows:

1. This amendment shall apply to those lands described on Schedule "A" attached to and forming part of this by-law.
2. That the Zoning Map referenced as Schedule "A6" forming part of By-law 6575/30/18 is hereby amended by changing those lands described on Schedule A from Neighbourhood Commercial to R4-53.
3. That Section 37 entitled "Special Provisions" of Zoning By-law 6575/30/18, is hereby further amended by adding the following:

R4-53

Notwithstanding the provisions of the Fourth Density Residential Zone, the following special regulations shall apply for an apartment building:

- |   |                  |
|---|------------------|
| a) Minimum Lot Frontage   | 10.973 metres    |
| b) Minimum Front Yard   | 0.27 metres      |
| c) Minimum Interior Side Yard   | 0.3 metres       |
| d) Minimum Corner Side Yard   | 0.4 metres       |
| e) Minimum Lot Area Per Unit  | 56 square metres |
| f) Minimum Landscaped Area  | no minimum       |
| g) Minimum Floor Area Per Unit  | no minimum       |
| h) Maximum Lot Coverage   | 78 percent       |
| i) Maximum Accessory Lot Coverage   | 22 percent       |
| j) Parking Spaces Per Unit  | 0.33             |
| k) The accessory building is permitted to be located 0.02 metres from the interior side lot line, 0.9 metres from the rear lot line, and 0.29 metres from the corner side lot line. |                  |

Subject to a condition that the Owner obtain a lease agreement with a nearby property to allocate additional parking spaces.

4. That this by-law shall come into force and take effect on the day that it is passed by Council, subject to the provisions of the *Planning Act*.

5. The City Clerk is hereby authorized and directed to proceed with the giving notice of the passing of this by-law, in accordance with the *Planning Act*.

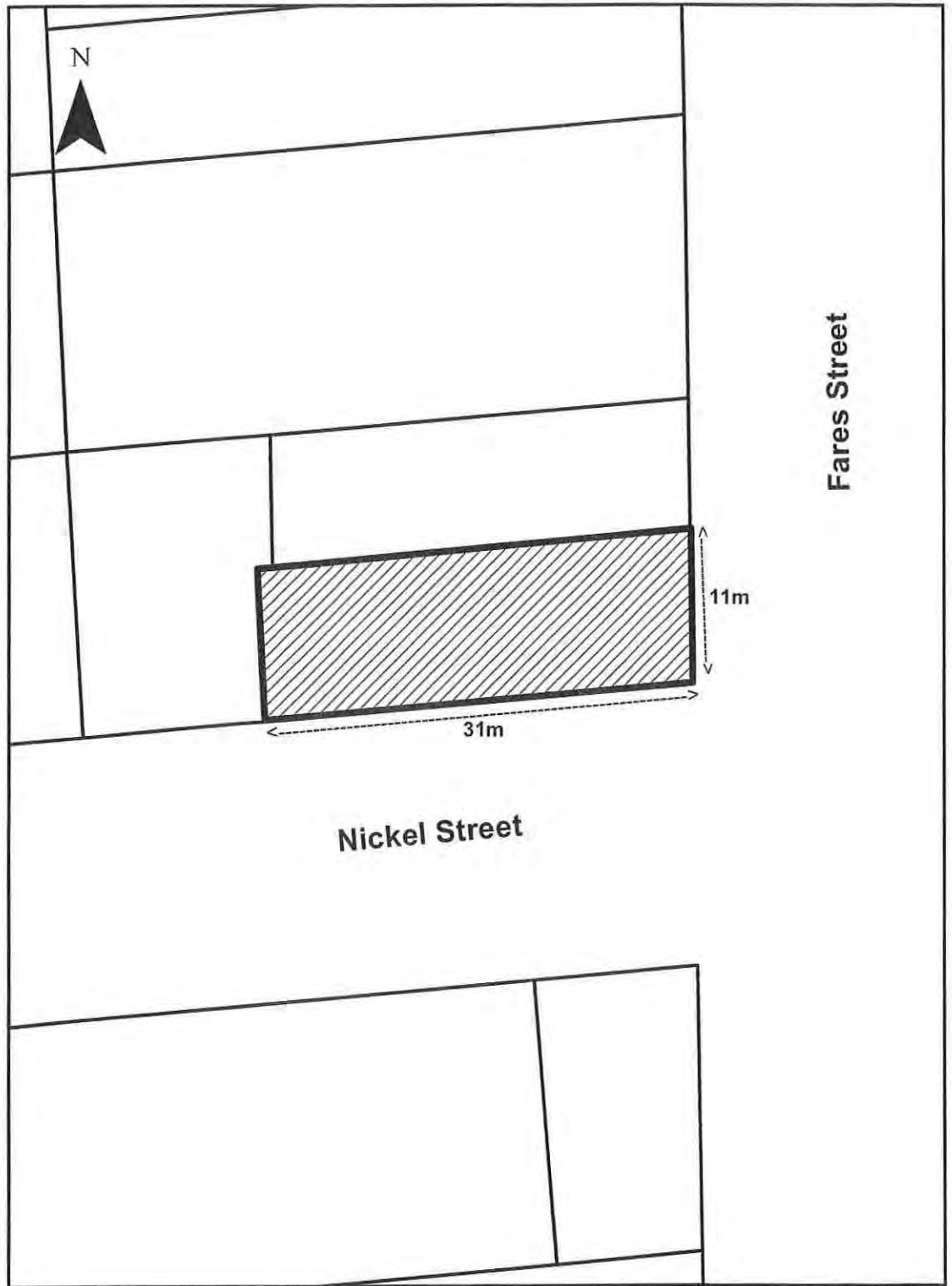
Enacted and passed this 9<sup>th</sup> day of March, 2020.

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William C Steele  
Mayor

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Amber LaPointe  
Clerk



THIS IS SCHEDULE "A" TO BY-LAW NO \_\_\_\_\_  
 PASSED THE 9th day of March, 2020  
 \_\_\_\_\_  
 MAYOR  
 \_\_\_\_\_  
 CLERK

 LANDS TO BE REZONED FROM  
 NEIGHBOURHOOD COMMERCIAL (NC)  
 ZONE TO R4-53

MARCH 2020

FILE NO D14-06-19

DRAWN BY; CITY OF PORT COLBORNE  
 PLANNING DIVISION

NOT TO SCALE

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The Corporation of the City of Port Colborne

By-law No. 6764/14/20

Being a By-law to Authorize Entering into a Lease Agreement with Lighthouse Theatre Corporation

Whereas the Council of the Corporation of the City of Port Colborne approved the recommendations of Report No. 2020-30, Subject: Draft Agreement with Lighthouse Festival Theatre Corporation Respecting Theatre Management Services at Roselawn Centre for the Arts

Whereas Council is desirous of entering into a Lease Agreement with the Lighthouse Theatre Corporation

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

1. That the Corporation of the City of Port Colborne enter into a Lease Agreement with Lighthouse Theatre Corporation which Lease Agreement is attached to this By-Law as Schedule "A".
2. That the Mayor and the Clerk be and each of them is hereby authorized and directed to sign the said Agreement, together with any documents necessary to complete the conditions of the said agreement, and the Clerk is hereby authorized to affix the Corporate Seal thereto.

Enacted and passed this 9<sup>th</sup> day of March, 2020.

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William C. Steele  
Mayor

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Amber LaPointe  
City Clerk

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## Schedule "A"

This Agreement made in triplicate this \_\_\_\_\_ day of \_\_\_\_\_, 2020.

- Between -

**THE CORPORATION OF THE CITY OF PORT COLBORNE**

66 Charlotte Street, Port Colborne, Ontario, L3K 3C8  
(hereinafter referred to as the "City")

- and -

**LIGHTHOUSE FESTIVAL THEATRE CORPORATION**

o/a Showboat Festival Theatre  
P.O. Box 1208, 247 Main Street, Port Dover, Ontario, N0A 1N0  
(herein referred to as "Lighthouse Festival Theatre")

**WHEREAS** the City owns a Premises municipally known as the Roselawn Centre for the Arts (hereafter referred to as the "Roselawn Centre"), located at 296 Fielden Avenue, Port Colborne, Ontario, L3K 4T6; and

**WHEREAS** the City is desirous of having the Roselawn Centre regularly and well-used, managed and occupied as a theatre or centre for artistic groups and the performing arts and activities incidental or ancillary thereto;

**WHEREAS** the City requires an independent contractor to operate and manage theatre programming and ancillary services, and is desirous of having certain premises within the Roselawn Centre, as described herein, utilized for said purpose, in accordance with the terms and conditions of this Agreement; and

**WHEREAS** Lighthouse Festival Theatre, incorporated in 1981 and located in Port Dover, is a year round theatre, that presents high quality professional theatre with a focus on Canadian artists for the Niagara Region, building a stronger subscription base, developing relationships with sponsors and donors, and investing back into the artistic community; and

**WHEREAS** the City often seeks and makes use of relationships with local recreational and cultural organizations through service and other agreements to deliver to the community valuable programming and events that may enrich quality of life and contribute to a strong sense of community;

**WHEREAS** Lighthouse Festival Theatre has an established presence in the community and relationship with the City, having successfully delivered theatre production and box office services (operating as Showboat Festival Theatre) at the Roselawn Centre since 2012; and

**WHEREAS** the City is desirous to have Lighthouse Festival Theatre manage and operate theatre programming and ancillary services at the Roselawn Centre; and

**WHEREAS** the City and Lighthouse Festival Theatre are committed to ensuring that the Roselawn Centre is properly maintained and well-used by the community, visitors and user groups for the continued economic and cultural development of the City of Port Colborne.

**NOW THEREFORE**, in consideration of the covenants herein, the City and Lighthouse Festival Theatre hereby agree as follows:

1. **Leased Premises Defined:**

The "Premises", as it pertains to this Agreement, defined as an area of approximately 12000 square feet located within the Roselawn Centre, including the box office, theatre space, office space, front house, washrooms, lobby, basement, garage, and storage; all as shown highlighted on Schedule "A".

1.1 Additionally, during the first two (2) years of the Term, Lighthouse Festival Theatre shall have the option for exclusive use and occupancy of the bar area identified on Schedule "A" not included in the Premises during any period in which the Premises are being used for programming or events by Lighthouse Festival Theatre or any third party sublease or licensee or user group. Lighthouse Festival Theatre shall have the option to extend this right to use this bar area for an additional (1) year of the Term on ninety days written notice to the City before second anniversary of the Commencement Date.

2. **Term:**

The term shall be for a period of five (5) YEARS (the "Term"), computed from April 1, 2020 or such earlier date as the parties may otherwise agree in writing (the "Commencement Date"), unless terminated as provided for herein.

3. **Permitted Uses:**

Lighthouse Festival Theatre shall have exclusive use and occupancy of the Premises throughout the Term and any renewal or extension thereof principally as a theatre or centre for the performing arts and activities incidental or ancillary thereto including short term licences or subleases of the Premises (or parts thereof) to third parties for same or similar uses, food and beverage services (including obtaining and maintaining its own liquor sales licence) and Lighthouse Festival Theatre's own programming. For greater clarity, Lighthouse Festival Theatre shall have sole and absolute discretion regarding program scheduling and content and the fees and other charges for participation in its own programming or for any use or occupancy of the Premises, in whole or in part, by third parties during the Term.

4. **Covenants of Lighthouse Festival Theatre:**

During the Term, Lighthouse Festival Theatre shall perform the following duties and have the following obligations, which it covenants and agrees to fulfil in a

professional and skillful manner:

**4.1 Rent:**

Lighthouse Festival Theatre shall pay to the City basic rent for the premises at a rate of ONE DOLLAR (\$1.00) per year. The parties acknowledge and agree that the City, with or without the direction of Council, may lobby Lighthouse Festival Theatre for further and other sums during the Term but Lighthouse Festival Theatre shall be under no obligation to pay any such further and other sums so lobbied during the Term.

**4.2 Reserve Fund:**

Lighthouse Festival Theatre shall pay to the City ONE DOLLAR (\$1.00) from each individual ticket sold for participation in Lighthouse Festival Theatre programming, and ONE DOLLAR (\$1.00) from each individual ticket sold for participation in programming of any third party sublease or licensee during the Term ("Capital Surcharges"); provided:

(a) For greater clarity, the Capital Surcharge shall not apply and shall not be collected and remitted in respect of (i) any tickets sold by or through Lighthouse Festival Theatre for programming that does not occur at the Premises except for the Port Colborne Operatic Society; and (ii) any rent or fee or similar charge by Lighthouse Festival Theatre for use of the Premises by any user group or third party where tickets for participation are not sold or are not sold through Lighthouse Festival Theatre.

(b) Lighthouse Festival Theatre shall pay to the City the Capital Surcharges on a quarterly basis and provide reasonable documentation in support of the amount payable. The parties acknowledge and agree that Lighthouse Festival Theatre may identify the Capital Surcharge separately on any receipt, invoice or bill to third parties. The City shall deposit the Capital Surcharges into a reserve fund (the "Reserve Fund"), which the City shall manage for the exclusive purpose of funding Improvements (as defined in Section 7 below) and grant applications in respect of same. The City shall provide a reasonable accounting of the Reserve Fund on a quarterly basis to Lighthouse Festival Theatre. The City covenants and agrees that as at the Commencement Date, the balance of the Reserve Fund shall be at least \$10 946.00, which includes sums paid by Lighthouse Festival Theatre to the City in respect of prior arrangements.

**4.3 High Quality Experiences and Services:**

Lighthouse Festival Theatre shall provide high quality services and programs delivered by qualified staff and volunteers; customer service will be proactive, attentive and responsive to patron needs, as evidenced by positive and professional administration; all on a commercially reasonable basis and appreciating the not-for-profit corporate status and operations of Lighthouse

Festival Theatre. Nothing in this subsection 4.3 shall qualify or minimize the discretion of Lighthouse Festival Theatre set out in Article 3 above.

**4.4 Performance Fees:**

Lighthouse Festival Theatre shall be responsible for all applicable Society of Composers, Authors and Music Publishers of Canada/Performing Arts and Licensing Fees as may be required during the Term.

**4.5 State of Repair:**

Lighthouse Festival Theatre accepts the Premises in the state in which they are found as of the Commencement Date; provided the City shall remove all of its property from the garage included in the Premises as shown in Schedule "A" except for such material, equipment and supplies as shown in Schedule "B" on or before December 1, 2020. Lighthouse Festival Theatre shall maintain the Premises in a good and reasonable state of repair consistent with at least the state of the Premises as at the Commencement Date. Lighthouse Festival shall not do, or permit to be done, anything that will tend to damage, mar or in any manner deface the Premises.

**4.6 Security:** Lighthouse Festival Theatre shall:

- a. Oversee the proper use of the Premises and ensure keys thereto are at all times under control of a duly authorized representative of Lighthouse Festival Theatre. Lighthouse Festival Theatre will have the right to enter the Premises at all times during the term of this Agreement. Entrances and exits will be locked and unlocked at such times as may be required for Lighthouse Festival Theatre's use of the Premises.
- b. Accept the security arrangements with respect to the Premises in the state in which they are found as of the Commencement Date. Any changes to the security arrangements or the Premises for the purpose of improving security, shall be done by Lighthouse Festival Theatre at its own expense, and only according to plans submitted to and approved by the City. Lighthouse Festival Theatre shall be solely responsible for any additional security that Lighthouse Festival Theatre deems necessary for the proper operation of the Premises.

**4.7 Ingress and Egress:**

Lighthouse Festival Theatre shall ensure no portions of the sidewalks, entries, passages, doorways, vestibules, halls, or ways of access to public utilities of the Premises will be obstructed. Fire exits and aisles in the Premises must be kept clear of obstructions at all times.

**4.8 Enquiries and Rentals:** Lighthouse Festival Theatre shall:

- a. coordinate scheduling of the Premises by user groups, and prepare and execute short-term rental contracts. Lighthouse Festival Theatre shall not enter into long-term contracts that are longer than thirty (30) days for the use of the Premises by a user group without the written consent of the City in its sole discretion, which consent shall not be unreasonably withheld.
- b. ensure proper use of the Premises by all user groups, including compliance with rules and regulations governing smoking and the consumption of alcohol.
- c. ensure any user groups are aware of their duty to ensure areas in their care are kept in good repair, free and clear of any debris, and remain neat and tidy.

**4.9 Licenses and Permits:**

Lighthouse Festival Theatre shall ensure all requisite licenses, permits, and/or approvals from the proper authority are obtained by Lighthouse Festival Theatre, and all user groups, where and when applicable.

**4.10 Bar Service:**

At its option, Lighthouse Festival Theatre may open and run a bar for the benefit and use of the patrons of events held at the Premises including at bar outside the Premises as provided for in subsection 1.1 above.

**4.11 Refuse Removal:**

Lighthouse Festival Theatre shall be responsible for refuse resulting from the use of the Premises.

**4.12 Information Technology:**

Lighthouse Festival Theatre provide and maintain its own IT hardware and software assets, the backup and restoration of files, email and telephone services, staff directories, virus defense, and provide internet access and online services for itself and its patrons.

**4.13 Existing Talent/Agent Contract(s):**

- a. The City represents and warrants that Schedule "C" sets out a complete list of those talent or agent contract(s) that have been issued in the name of the City for any programming or other events whatsoever at the Premises on or after the Commencement Date. Lighthouse Festival Theatre shall assume, without reservation or change, subject to the written consent of performing artist, talent agent or talent management,

all rights, duties and obligations under the contracts set out in Schedule "C".

- b. Lighthouse Festival Theatre shall have the right, at its sole discretion, to notify the talent agent(s) of any performing artist(s) for any contract identified in Schedule "C" that the City will no longer be managing the Premises at the time such event is to take place; and each performing artist and their respective talent agent or talent manager shall be provided an option to reissue the talent contract with Lighthouse Festival Theatre, or to cancel the talent contract, expressly because the City will no longer be in a position to provide professional event production as originally represented to talent agent(s).

**4.14 Furniture, Fixtures and Equipment:**

Lighthouse Festival Theatre shall supply sufficient furniture, fixtures, equipment and supplies to operate the Premises except as otherwise the express obligation of the City pursuant to this Agreement. Lighthouse Festival Theatre shall supply at its own expense, and assume sole responsibility for any additional furniture, fixtures, equipment and supplies deemed necessary for the operation of the Premises that is not already included in the inventory of equipment, supplies and material at the Premises as of the Commencement Date, as outlined in Schedule "B" attached hereto and forming part of this Agreement. Lighthouse Festival Theatre shall not be required to repair or replace any of the equipment, supplies and material set out in Schedule "B" during the Term or any extension or renewal thereof if, in the discretion of Lighthouse Festival Theatre, any such equipment, supplies and material are not necessary. In the event Lighthouse Festival Theatre replaces any equipment, supplies and material set out in Schedule B during the Term or any extension or renewal thereof, such equipment, supplies and material so replaced shall, at the option of Lighthouse Festival Theatre, become the property of Lighthouse Festival Theatre and may be removed by Lighthouse Festival Theatre during or at the end of the Term or any extension or renewal thereof.

**4.15 Equipment Maintenance:**

Attend to the normal maintenance of all equipment, which includes, but is not limited to, speakers, cables, lights, communication system, rigging, sound equipment including sound board and audio components, railings and seats, and be responsible for the cost of maintenance of said equipment.

**4.16 Advertising and Promotion, Recognition of the City:**

- a. Lighthouse Festival Theatre shall be responsible for all advertising and promotional activities related to the operation of the Premises.

- b. Lighthouse Festival Theatre shall be responsible for the design and installation of all indoor, outdoor and common area signage. Signage must receive the approval from the City prior to posting or installation, and shall be erected at the expense of Lighthouse Festival Theater. Any unauthorized signage will be removed with the cost of removal charged to Lighthouse Festival Theatre.
- c. Lighthouse Festival Theatre shall recognize the financial and non-financial support of the City (e.g., in providing the parking, utilities, snow removal and landscaping to Lighthouse Festival Theater at no additional cost) in its advertising and promotional activities at such times, places and in such manner as Lighthouse Festival Theatre shall determine, in its discretion and in accordance with its policies and procedures.
- d. Clear and permanent recognition of the City will be reasonably displayed at the Premises in accordance with the policies and procedures of both the City and Lighthouse Festival Theatre and as the City and Lighthouse Festival Theatre may agree, acting reasonably.

**4.17 Rates and Fees:** Lighthouse Festival Theatre shall

- a. Collect fees from the user groups contracted to use the Premises, and ensure that user groups are informed of any future annual increase in user group fees in advance of entering into a rental contract.
- b. Be solely responsible for the proper taking, handling, control, safe keeping, and accounting of all payments, regardless of method.
- d. Ensure that rates and fees for services are fair and competitive to encourage participation of the community. Provided the City acknowledges and accepts that during the anticipated Lighthouse Festival Theatre season and preparation thereof, being the months of May through to October, Lighthouse Festival Theatre's own programming shall have paramouncy; and nothing in this section 4.17 shall qualify or minimize the discretion of Lighthouse Festival Theatre set out in Article 3 above.

**4.18 City Use of Premises:**

Lighthouse Festival Theatre shall provide free use of the Premises to the City for civic functions upon reasonable notice; provided such use shall not be during the anticipated Lighthouse Festival Theatre season and preparation thereof, being the months of May through to October, inclusive, unless Lighthouse Festival Theatre otherwise agrees.

#### **4.19 Sponsorship, Donations, Fundraising and Grants:**

**a. Pursuit of Support:**

In accordance with their respective policies and procedures, the City and Lighthouse Festival Theatre may, from time to time and as they agree, cooperate to undertake sponsorship, donation, fundraising, and grant application activities in support of operations and capital or other Improvements at the Premises; provided Lighthouse Festival Theatre may undertake its own sponsorship, donation, fundraising, and grant application activities in respect of its use and occupancy of the Premises without consultation of the City, provided such activities do not relate to obligations of the City pursuant to this Agreement.

**b. In-Kind Contributions:**

Acknowledge that the City is providing an in-kind contribution by providing to it the following services at no additional cost:

- i. Non-exclusive access to parking facilities;
- ii. Utilities;
- iii. Snow removal;
- iv. Landscaping and ground maintenance.

#### **4.20 Reporting:**

- a. Lighthouse Festival Theatre shall prepare and submit an annual report to the City's Manager of Parks and Recreation outlining activities at the Premises including types of programming, listing of all user groups (name of each organization), dates of usage, the total number of days the Premises was utilized by each user group, as well as attendance numbers and event schedules for each;
- b. Annually provide the City's Treasurer, via the Manager of Parks and Recreation, with semi-annual reports regarding rental activity, fees collected, profit and loss statements for the period of January 1 to June 30 (submitted by July 30) of every year, and for the period of July 1 to December 31 (submitted by January 30) of every year. Year-end financial statements (including a detailed accounting of all revenues and expenses) prepared for Lighthouse Festival Theatre shall be submitted to the City by November 30, annually. Lighthouse Festival Theatre shall allow the City access to examine financial records pertaining to the management activities of the Premises, upon request.
- c. Lighthouse Festival Theatre shall be available, annually, to make a presentation outlining financial performance, program delivery and quality satisfaction to the City's Council.



**4.21 Compliance with Laws:**

Adhere to all federal, provincial or municipal legislation, regulations, by-laws or orders of all governmental authorities or court having jurisdiction. This includes compliance with applicable City policies, all laws, by-laws, ordinances, regulations and directives of any public authority having jurisdiction affecting the Premises or the Lighthouse Festival Theatre's use and occupation thereof including, without limitation, police, fire and health regulations, and save and except as same may be the obligations of the City as outlined herein. Lighthouse Festival Theatre shall not: do or suffer any waste or damage, disfiguration or injury to the Premises; permit any overloading of any part of the Premises; use or permit to be used any part of the Premises for any illegal or unlawful purpose.

**4.22 Liens and Encumbrances:**

Not do anything to cause a construction lien or other encumbrance to be registered on title to the Premises or any parts thereto.

**5. Covenants of the City:**

During the Term, the City shall covenant and agree to be responsible for:

**5.1 Assignment of Responsibility:**

Assign responsibility and authority for the overall scheduling and operating of the Premises to Lighthouse Festival Theatre to be carried out in accordance with this Agreement. With respect to the contracts identified in Schedule "C", shall assign and direct any future payments to Lighthouse Festival Theatre; and any fee, ticket sales or other payments already received by the City in respect of any contract set out in Schedule "C" shall be forthwith paid over, in full, to Lighthouse Festival Theatre and the City shall provide a full accounting to Lighthouse Festival Theatre in respect of those Schedule "C" contracts.

**5.2 Recognition Fee:**

Recognize that regular and well use, management and occupation of the Premises may have direct and indirect benefits to the City of Port Colborne, specifically, cultural and economic development benefits. Therefore, in recognition of the these potential contributions towards the cultural and economic development in the City of Port Colborne through its use and occupancy of the Premises, the City shall pay to Lighthouse Festival Theatre a total amount of TWENTY FIVE THOUSAND DOLLARS (\$25,000.00) per year of the Lease, or additional amount(s) as may be approved by the City's Council. The parties acknowledge and agree that Lighthouse Festival Theatre may lobby the City and its Council for further and other sums during the Term. Notwithstanding the above, Lighthouse Festival Theatre acknowledges and agrees that it is responsible to fully fund the cost of its own operations at the Premises except as otherwise expressly provided herein.

**5.3 Taxes:**

Be responsible for realty taxes allocated to the Premises.

**5.4 Ingress and Egress:**The City shall ensure no portions of the sidewalks, entries, passages, doorways or ways of access to the Premises from the outside will be obstructed.

**5.5 Parking:**

- a. The City shall provide non-exclusive use of the parking facilities associated with Roselawn Centre for Lighthouse Festival Theatre, its employees, agents, contractors, licencees, subleases, invitees and guests. Lighthouse Festival Theatre shall have such use of the parking facilities at no additional cost, fee or expense.
- b. The City shall not be responsible for any loss or damage to persons or property, however caused, during the course of Lighthouse Festival Theatre's use of the parking facilities. Illegally parked vehicles may be tagged and/or towed at the owner's expense.
- c. Lighthouse Festival Theatre may, at its discretion and at its own expense, employ parking attendants to monitor and oversee use of the parking facilities during its operations at the Premises.

**5.6 Heating and Cooling:**

The City shall maintain a comfortable level of heating and air conditioning for the Premises; and the City acknowledges and agrees that same is material to operations at the Premises. The City shall ensure that Lighthouse Festival Theatre shall have access to thermostats controlling heating and air conditioning at the Premises.

**5.7 Utilities:**

The City shall be responsible for all water, gas, electricity and other utilities used in respect of the Premises.

**5.8 Winter Control:**

The City shall be responsible for snow and ice removal from the parking lot and sidewalks and other access facilities serving the Premises, in accordance with regulatory minimum maintenance standards and the policies and procedures of the City.

**5.9 Routine Repairs and Maintenance:** The City shall

- a. be responsible for any repairs and replacement to theatre seating and to any carpeting and painting to those parts of the Premises that would be reasonably accessible to the public during public performances of

any live performances, to a standard and in a timeframe similar to that provided for other City facilities.

- b. be responsible for any and all repairs and replacements to any and all HVAC and utility systems servicing the Premises, in whole or in part, and those parts of Roselawn Centre that may reasonably affect the Premises or the Lighthouse Festival Theatre's operations therein, to a standard similar to that provided for other City facilities; provided the City understands and agrees that prompt repair and replacement to all HVAC and utility systems is material to the success of operations at the Premises, which include live theatre performances and related programming, and may require attention earlier than would be expected of other City facilities.
- e. be responsible for any and all structural repairs and replacements to the Premises and those parts of Roselawn Centre that may reasonably affect the Premises or the Lighthouse Festival Theatre's operations therein including, without limitation, the cost of replacement of the roof or any component thereof, to a standard similar to that provided for other City facilities.
- f. be responsible for maintenance, repairs and replacements any exterior part of the Premises or Roselawn Centre or lands on which same are situated including, without limitation, landscaping and yard maintenance, to a standard similar to that provided for other City facilities.

#### **5.10 Capital Repairs and Maintenance:**

The City shall be responsible for any and all capital repairs and replacement to the parking lot, driveway, accessibility infrastructure and other access facilities associated with the Premises or those parts of Roselawn Centre that may reasonably affect the Premises or the Lighthouse Festival Theatre's operations therein, to a standard similar to that provided for other City facilities.

#### **5.11 Repairs and Maintenance – Scheduling:**

- a. As the sole owner of Roselawn Centre, the City shall at all times have the right of access to the Premises for maintenance and repair purposes.
- b. Notwithstanding the above, the City shall take reasonable precautions and attempt to schedule any work related to its responsibilities or to such other parts of Roselawn Centre that may reasonably affect Lighthouse Festival Theatre's operations so as not to unreasonably interfere with the Lighthouse Festival Theatre's operations or those its

licencees or subleases or user groups and to minimize interference with the Lighthouse Festival Theatre's use and enjoyment of the Premises. Save and except in the case of emergencies, the City shall provide at least three (3) days' notice prior to carrying out any such work related to its responsibilities or to such other parts of Roselawn Centre that may reasonably affect the Lighthouse Festival Theatre's operations (including, without limitation, making repairs, alterations or improvements to the Premises or those parts of Roselawn Centre) and any such work shall not be conducted and the City shall not have access to the Premises during hours in which live performances are being conducted at the Premises. Exceptional circumstances such as those related to health and safety, security, building and equipment failure shall override the notice period.

**5.12 Repairs and Maintenance – Requests:**

The City shall respond to the normal maintenance of the Premises as may be requested by Lighthouse Festival Theatre, in writing, addressed to the attention of the Manager of Parks and Recreation. From time to time, the City may appoint a person or persons as the primary representative of the City for such maintenance and repair requests by Lighthouse Festival Theatre. The City acknowledges and agrees that certain maintenance and repair requests may require prompt attention and resolution by the City given the nature of operations at the Premise.

**5.13 Prohibited Access:**

Where possible, the City shall prohibit access to the Premises from other interior parts of Roselawn Centre, except as may be required under the *Fire Code*.

**6. Cooperation Between Parties:**

The following outline areas of cooperation and coordination between the City and Lighthouse Festival Theatre:

- a. To promote arts and culture opportunities to generate positive local economic activity through the provision of programs and services to meet the needs of the community and visitors.
- b. To be mutually supportive of one another in the application for provincial and federal grants.
- c. To be mutually supportive of one another in fundraising initiatives including being sensitive to avoid overlap of campaigns.
- d. To co-operate in an extent that is reasonably possible in areas of staff expertise, equipment maintenance, and facility development to reduce direct operating costs, where possible.

- e. To work together in booking their respective spaces in Roselawn Centre to ensure that activities in one space do not negatively impact the other's operations; provided the City acknowledges and accepts the anticipated Lighthouse Festival Theatre season and preparation thereof, being the months of May through to October, has paramouncy. The City shall forthwith appoint a person as the primary representative of the City with whom Lighthouse Festival Theatre shall communicate in respect of bookings.

## **7. Improvements to the Premises:**

### **7.1 Improvements Defined:**

In this Section, "Improvements" means all fixtures, improvements, installations, alterations and additions from time to time made, erected or installed on or in the Premises including doors, hardware, partitions and carpeting but excluding trade fixtures and furniture and equipment not in the nature of fixtures and painting.

### **7.2 Improvements - Consent:**

Lighthouse Festival Theatre will not make in or on the Premises any Improvements without first obtaining the City's consent, which shall not be unreasonably withheld, but such consent may require the submission of drawings and specifications to the City, unless any such Improvements:

- a. does not relate to any of the City's obligations in Section 5 above;
- b. does not affect any historical designation in respect of Roselawn Centre;
- c. is not reasonably expected to affect the structural integrity of Roselawn Centre; and
- d. does not exceed, inclusive of labour but exclusive of any sales tax, the sum of [\$10,000.00].

### **7.3 Improvements - Funding:**

Improvements that require the City's consent and for which consent is obtained, shall be paid, in part, from the Reserve Fund up to a maximum of [fifty per cent (50%) of the Reserve Fund] (the "Reserve Contribution") in each year of the Term unless the City and Lighthouse Festival Theatre otherwise agree; and provided the Reserve Contribution shall be cumulative and any unused portion(s) from one year shall carry forward to the next year(s) of the Term.

### **7.4 Improvements – Recommended:**

Lighthouse Festival Theatre may recommend capital equipment and capital improvements to the City from time to time and the City may consider same as part of its budget approval process but the City is under no obligation to contribute to such capital equipment and improvements save and except as same may already be the express obligation of the City pursuant to this Agreement.

**8. Smoking Prohibited:**

Roselawn Centre is designated as a non-smoking facility by the City of Port Colborne and the Niagara Region. Smoking (including vaping, e-cigarettes, and cannabis) is therefore prohibited in and around the Premises. Under this Agreement, Lighthouse Festival Theatre is responsible for strictly enforcing smoking regulations. Failure on the part of Lighthouse Festival Theatre to enforce these regulations with any of its patrons, staff, volunteers and/or personnel will constitute a breach of this Agreement.

**9. Indemnification:**

- a. Lighthouse Festival Theatre shall defend, indemnify and save harmless the City, its elected officials, officers, employees and agents from and against any and all claims of any nature, actions, causes of action, losses, expenses, fines, costs (including legal costs on a substantial indemnity basis), interest or damages of every nature and kind whatsoever (excluding loss of revenue), including but not limited to bodily injury, sickness, disease or death or to damage to or destruction of tangible property including incurred expense resulting from disruption of service, to the extent of and arising out of or attributable to the negligence, acts, errors, omissions, misfeasance, nonfeasance, fraud or willful misconduct of Lighthouse Festival Theatre, its directors, officers, employees, agents, contractors and subcontractors, or any of them, in connection with or in any way related to the delivery or performance of this Agreement. This indemnity shall be in addition to, and not in lieu of, any insurance to be provided by Lighthouse Festival Theatre in accordance with this Agreement, and shall survive this Agreement.
- b. Lighthouse Festival Theatre agrees to defend, indemnify and save harmless the City from and against any and all claims of any nature, actions, causes of action, losses, expenses, fines, costs (including legal costs on a substantial indemnity basis), interest or damages of every nature and kind whatsoever to the extent of and arising out of or related to Lighthouse Festival Theatre's status with WSIB. This indemnity shall be in addition to and not in lieu of any proof of WSIB status and compliance to be provided by Lighthouse Festival Theatre in accordance with this Agreement, and shall survive this Agreement.
- c. The City shall defend, indemnify and save harmless Lighthouse Festival Theatre, its officers, employees and agents from and against any and all claims of any nature, actions, causes of action, losses, expenses, fines, costs (including legal costs on a substantial indemnity basis), interest or damages of

every nature and kind whatsoever, including but not limited to bodily injury, sickness, disease or death or to damage to or destruction of tangible property including incurred expense resulting from disruption of service, to the extent of and arising out of or attributable to the negligence, acts, errors, omissions, misfeasance, nonfeasance, fraud or willful misconduct of the City, its elected officials, officers, employees, agents, contractors and subcontractors, or any of them, in connection with or in any way related to: (i) the use of the rest of the Roselawn Centre by the City or those permitted by the City; (ii) the use of the Premises by the City pursuant to section 4.18; (iii) any breach of the City's obligations under this Agreement. This indemnity shall be in addition to, and not in lieu of, any insurance of the City, and shall survive this Agreement.

## **10. Insurance:**

### **10.1 Insurance Held by the City:**

The City shall carry appropriate property insurance coverage for Roselawn Centre, including the Premises.

### **10.2 Insurance Held by Lighthouse Festival Theatre:**

Lighthouse Festival Theatre shall obtain and maintain in full force and effect, general liability insurance issued by an insurance company authorized by law to carry on business in the Province of Ontario for the following coverages:

- a. Commercial General Liability providing for, without limitation, coverage for personal injury including sexual abuse and harassment, public liability and property damage, data liability insurance, and non-owned automobile liability. Such policy shall:
  - i. have inclusive limits of not less than TEN MILLION DOLLARS (\$10,000,000.00) for death, injury, loss or damage resulting from any one occurrence;
  - ii. contain a cross-liability clause endorsement and severability of interests clause of standard wording;
  - iii. name the City as an additional insured with respect to any claim arising out of the obligations under this Agreement; and
  - iv. be endorsed to provide that the policy shall not be cancelled or allowed to lapse without thirty (30) days' prior written notice to the parties.
- b. Obtain and maintain in full force and effect all risks property insurance in an amount of at least one hundred percent (100%) of the full (new) replacement cost, insuring:

- i. All property owned by Lighthouse Festival Theatre, or for which Lighthouse Festival Theatre is legally liable, or installed by or on behalf of Lighthouse Festival Theatre, and located within the Premises including, but not limited to, equipment, fixtures, fittings installations, alterations, additions, partitions, and all other leasehold improvements, and;
  - ii. Lighthouse Festival Theatre's inventory, furniture and movable equipment.
- c. Lighthouse Festival Theatre will promptly furnish to the City certificates of insurance duly executed by Lighthouse Festival Theatre's insurance brokers evidencing that the required insurance is in force, upon signing of this Agreement and on each and every renewal date of said policy.
- d. The City reserves the right to amend the required insurance coverages and limits as may be reasonable in the circumstances.
- e. Lighthouse Festival Theatre shall immediately notify the City of any occurrences or any event which could reasonably be expected to expose the City or Lighthouse Festival Theatre to material liability of any kind, whether under this Agreement or otherwise.
- f. The provisions of this section shall survive the expiration or termination of this Agreement.

**11. Objectionable People:**

**a. Ejection from the Premises:**

The City reserves the right to eject or cause to be ejected from the Premises any objectionable person or persons. Neither the City nor any of its officers, agents or employees shall be liable for any damages that may be sustained by Lighthouse Festival Theatre through the City's exercise of such right.

**b. Objectionable Persons Defined:**

The term "objectionable persons" shall include but is not limited to those persons who by virtue of disorderly conduct, intoxication, disruptive behaviour, violation of building policy, municipal, provincial or federal law, make the proper conduct of business, or an event, or the enjoyment by others of the event, difficult or impossible.

**12. Right to Extend:**

Provided that the tenant is Lighthouse Festival Theatre and is not in default, then, upon delivery of written notice exercising this right given to the City not more than eighteen (18) months and not less than nine (9) months before the expiration of



the Term, Lighthouse Festival Theatre shall have the right to extend the Term of this Agreement for the whole of the Premises at the expiration of the Term for a period of five (5) years (the "Extended Term") and the Extended Term shall be on the same terms and conditions as the Term with no further right to extend the Term.

**13. Termination:**

**13.1 Termination by the City:**

In the event there is a material default by Lighthouse Festival Theatre in its performance of any of the terms of this agreement, the City shall provide Lighthouse Festival Theatre with written notice of such default. Lighthouse Festival Theatre shall have twenty (20) business days from the delivery of the notice to cure the default to the satisfaction of the City or, if the default cannot be reasonable cured within twenty (20) business days, to demonstrate reasonable steps to cure as soon as practically possible, failing which the City may immediately terminate this agreement and all amounts due and owing by either party to the other shall be satisfied by the parties within thirty (30) days of the effective date of the termination.

**13.2 Immediate Termination by the City:**

Despite any other provision in this Agreement, the City may immediately terminate this Agreement in any of the following circumstances, and in so doing, the City shall not be liable for losses incurred by Lighthouse Festival Theatre:

- a. Lighthouse Festival Theatre becomes bankrupt, becomes insolvent, makes a proposal, assignment or arrangement with its creditors, makes an assignment in bankruptcy, a receiver is appointed to manage Lighthouse Festival Theatre or any steps are taken for the dissolution, winding up or other termination of Lighthouse Festival Theatre's existence;
- b. Lighthouse Festival Theatre is the subject of any claims or causes of action or criminal investigation relating to fraud or mismanagement of Lighthouse Festival Theatre; or
- c. The Premises is declared uninhabitable for reasons of safety by the proper authority.

**13.3 Remedies for Default:**

- a. In the event there is a material default by a party (the "defaulting party") in its performance of any of the terms of this Agreement and the

material default is continuing without cure or, as applicable, without reasonable steps taken by the defaulting party to cure the default as soon as practically possible by the defaulting party after twenty (20) business days written notice from the other party (the “enforcing party”), the enforcing party shall have the right, in addition to any other right or remedy available at law or in this agreement, to:

- i. bring any proceedings in the nature of specific performance, injunction or other equitable remedy, it being acknowledged by each of the parties hereto that damages at law may be an inadequate remedy for a default or breach of this agreement; and/or
  - ii. remedy the default and be entitled upon demand to be reimbursed by the defaulting party (and to bring any legal proceedings for the recovery thereof) for any monies expended to remedy any such default and any other expenses (including legal fees on a solicitor and client basis) incurred by the enforcing party; and/or
  - iii. bring any action at law as may be permitted in order to recover damages.
- b. The rights available to the parties under this Agreement shall be deemed to be separate and not dependent on each other and no such exercise shall exhaust the rights or preclude the enforcing party from exercising any one or more such rights or combination thereof from time to time thereafter or simultaneously.

#### **13.4 Enforcement of Agreement:**

A party (the “defaulting party”) shall pay all damages, losses and expenses, and costs (on a solicitor and client basis) incurred by the other party (the “enforcing party”) in enforcing the terms, covenants and conditions of the defaulting party in this Agreement by reason of any intentional or negligent act or omission of the defaulting party, its employees, agents, volunteers, contractors, subcontractors in executing the defaulting party’s covenants and obligations in this Agreement.

#### **13.5 Dispute Resolution**

- (a) A party claiming that a dispute has arise with respect to the interpretation or operation of any part of this Agreement may give written notice to the other party specifying the nature of the dispute, the relief sought and the basis of the relief sought.
- (b) Within twenty (20) business days of the receipt of the notice specified in this section 13.5 or, if the dispute relates to a claim of material default, in section 13.1, by the other party, two (2) representatives from Lighthouse

Festival Theatre and two (2) representatives from the City shall meet and use their best efforts and good faith to seek a resolution of the dispute.

- (c) In the event the dispute is not resolved by the representatives of the parties within twenty (20) business days from the date of delivery of the notice in either section 13.5(a) or 13.1, as the case may be, then either party may refer the dispute to arbitration in accordance with the *Arbitration Act* (Ontario). The party desiring arbitration shall serve a notice referring the dispute to arbitration on the other party. If the parties cannot agree upon an arbitrator within five (5) business days after notice referring the dispute to arbitration has been received, then an arbitrator shall be appointed pursuant to the provisions of the *Arbitration Act* (Ontario). The parties agree that the arbitrator's decisions shall be final and binding and may include cost awards against either party.

**13.6 Termination by Lighthouse Festival Theatre:**

Lighthouse Festival Theatre may terminate any part or all of this Agreement for any reason whatsoever upon providing SIX (6) MONTHS' written notice to the City. In the event of such termination, the parties shall conduct a full accounting of all amounts due and owing to and by each of the parties hereto for such service and such accounts shall be satisfied by the parties hereto within thirty (30) days of the effective date of termination of this Agreement or part thereof.

**13.7 Uncontrollable Circumstances:**

Neither party shall be liable for breach, default or delay in performance of any of its obligations under this Agreement (except an obligation to make payment when due) in the event such party is rendered unable, wholly, or in part, to carry out its respective obligations as a result of an uncontrollable circumstance (referred to herein as an "Uncontrollable Circumstance"). Such party shall be excused from performance only during the period and to the extent that the affected party, acting with all due diligence and dispatch, is prevented from performing by the Uncontrollable Circumstance.

**13.8 Other Termination by the City:** The City may terminate this Agreement for any reason whatsoever upon written notice provided: (1) such written notice is given between January 1 and May 1 in any year of the Term and (2) the effective date for such termination is not earlier than November 1 in the year following the year of the Term in which written notice of termination is given. For example only: if the City gives notice of termination on March 1, 2022, the effective date of termination must be no earlier than November 1, 2023. In the event of any termination pursuant this section 13.6, the City shall assume any and all short term licences or subleases of the Premises (or parts thereof) to third parties without change or amendment whatsoever in respect of any period following termination; and the parties shall conduct a full accounting of all amounts due and owing to and by each of the parties

hereto and such accounts shall be satisfied by the parties within thirty (30) days of the effective date of termination of this Agreement.

**14. State of Repair:**

Lighthouse Festival Theatre agrees to leave the Premises undamaged and in a good state of repair and tidy condition, with all refuse gathered and all equipment, supplies and materials under its ownership removed from the building upon termination of this Agreement. At the end of Term, including the exercise of a Renewal or Termination, all capital improvements shall become the property of the City.

**15. Lighthouse Festival Theatre as an Independent Contractor:**

The parties hereto agree that the Lighthouse Festival Theatre is an independent contractor providing the aforesaid services to the City pursuant to this Agreement, and accordingly all rights and responsibility for the training, instruction, management and control of employees of Lighthouse Festival Theatre shall at all times remain with Lighthouse Festival Theatre. Lighthouse Festival Theatre shall be treated as independent of the City, and shall be responsible at all times, including following termination of this Agreement, for all costs associated with its employees, including wages and salaries, benefits, and unemployment compensation, any associated tax liabilities.

**16. Assignment, Subleases:**

The provisions of this Agreement shall not be assignable by either party (except as provided herein), and no rights hereunder shall enure to the benefit of any assignee or successor of Lighthouse Festival Theatre, without the City's consent; provided that Lighthouse Festival Theatre shall be permitted, without consent of the City, to sublease or licence all or part of the Premises during the Term and for less than the full Term to any third party for the purposes of that third party carrying out live performances and related activities within the Premises; provided Lighthouse Festival Theatre shall remain liable for all its obligations under this Agreement or the Lease during any and all such subleases or licences.

**17. Amendments:**

The parties agree that if an amendment to any clause of this Agreement is required and the parties are agreeable to it, the amendment shall be made by a written amending Agreement to be executed by all parties. The parties agree to negotiate reasonably and in good faith in the amendment of any clause.

**18. Notice:**

**a. Method of Notice:**

Any notice which may be or is required to be given under this Agreement shall be sufficiently given if mailed in Canada, registered and postage prepaid, delivered by prepaid courier or sent by facsimile or other electronic means as provided below:

**THE CITY**

The Corporation of the City of Port Colborne  
66 Charlotte Street  
Port Colborne, Ontario L3K 3C8  
Attention: Manager of Parks and Recreation

**LIGHTHOUSE FESTIVAL THEATRE**

P.O. Box 1208  
247 Main Street  
Port Dover, Ontario N0A 1N0  
Attention: Executive Director

**b. Deemed Receipt:**

Notice shall be deemed to have been received on the date of delivery if such date is a business day (a "business day" being a day that the City's municipal offices at 66 Charlotte Street, Port Colborne are open to the public for business) and delivery is made prior to 4:00 p.m. local time, and otherwise on the next day that is a business day.

**c. Days Defined:**

For the purposes of this Agreement, the term "days" shall not include Saturdays, Sundays, or paid holidays.

**19. Schedule:**

The following Schedules, attached hereto, forms part of and are incorporated into this Agreement:

Schedule "A" – Depiction of the Premises

Schedule "B" – Inventory of Equipment and Supplies

Schedule "C" – Assumed Contracts

**20. Binding:**

This Agreement shall enure and be binding upon the parties hereto, their respective successors and assigns. This Agreement, including the Schedules hereto, supersedes any and all other agreements, whether oral or in writing, between the parties hereto, and subject to any agreement relating to specified services entered into pursuant to this Agreement, contains all of the covenants and agreements between the parties. Each party to this Agreement acknowledges that no representations, inducements, promises or agreements, oral or otherwise, have been made by any party or anyone acting on behalf of any party, which are not embodied herein and that no other agreement, statement, or promise not contained in this Agreement shall be valid or binding.

**21. Severability:**

If any term, covenant or condition of this Letter or the application thereof to any person or circumstances is to any extent rendered invalid, unenforceable or illegal, the remainder of this Letter or the applicable term, covenant and condition to persons or circumstances other than those with respect to which it is held invalid, unenforceable or illegal is not affected thereby and continues to be applicable and enforceable.

**22. Freedom of Information and Protection of Privacy:**

The parties hereto acknowledge that the provisions of this Agreement and all matters relating thereto may be subject to the disclosure provisions of the *Municipal Freedom of Information and Protection of Privacy Act*.

**IN WITNESS WHEREOF** the parties have affixed their corporate seals attested to by their respective authorized signing officers effective this \_\_\_\_ day of \_\_\_\_\_, 2019.

**THE CORPORATION OF THE CITY OF PORT COLBORNE**

Per: \_\_\_\_\_  
Name: William C. Steele  
Title: Mayor

Per: \_\_\_\_\_  
Name: Amber LaPointe  
Title: City Clerk

I/We have authority to bind the Corporation

**LIGHTHOUSE FESTIVAL THEATRE CORPORATION**

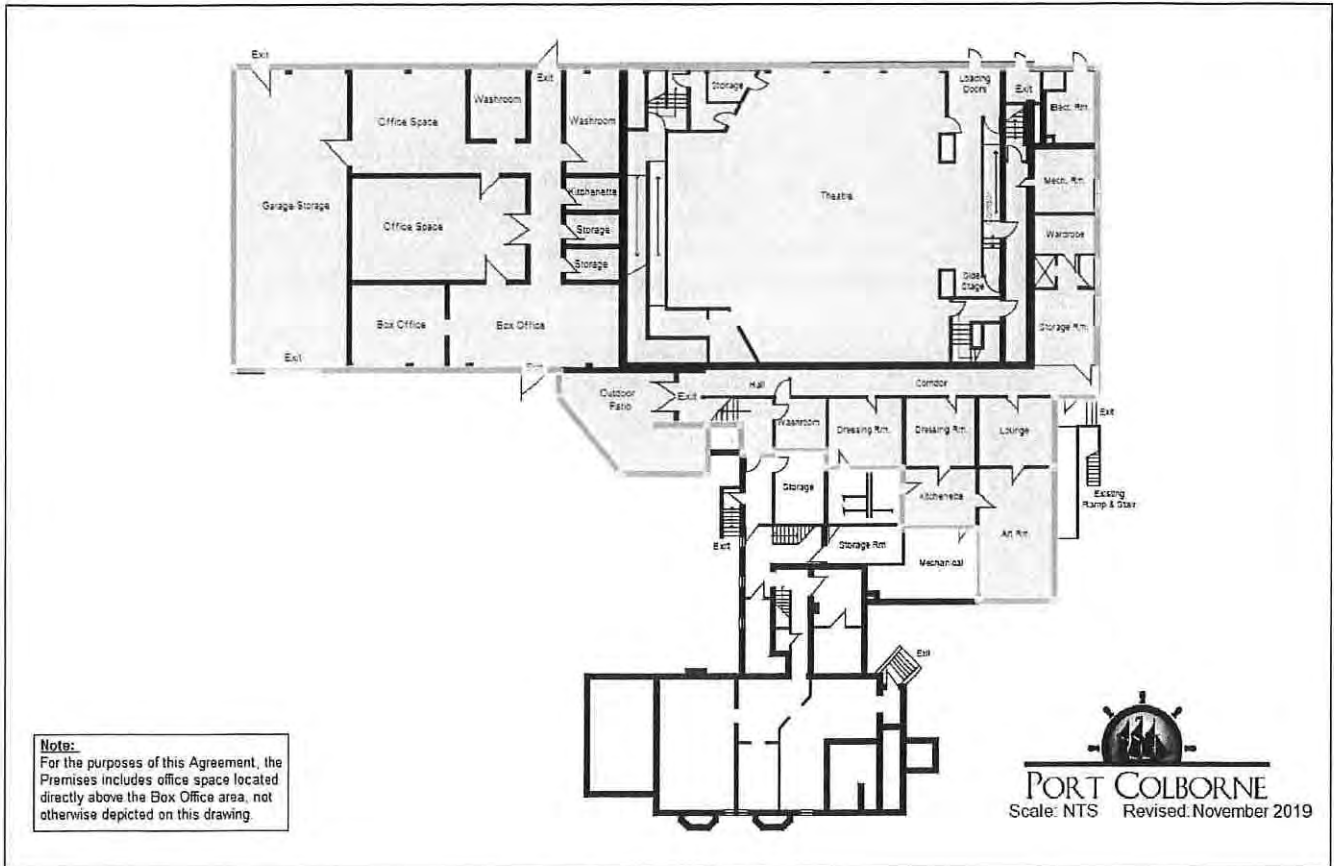
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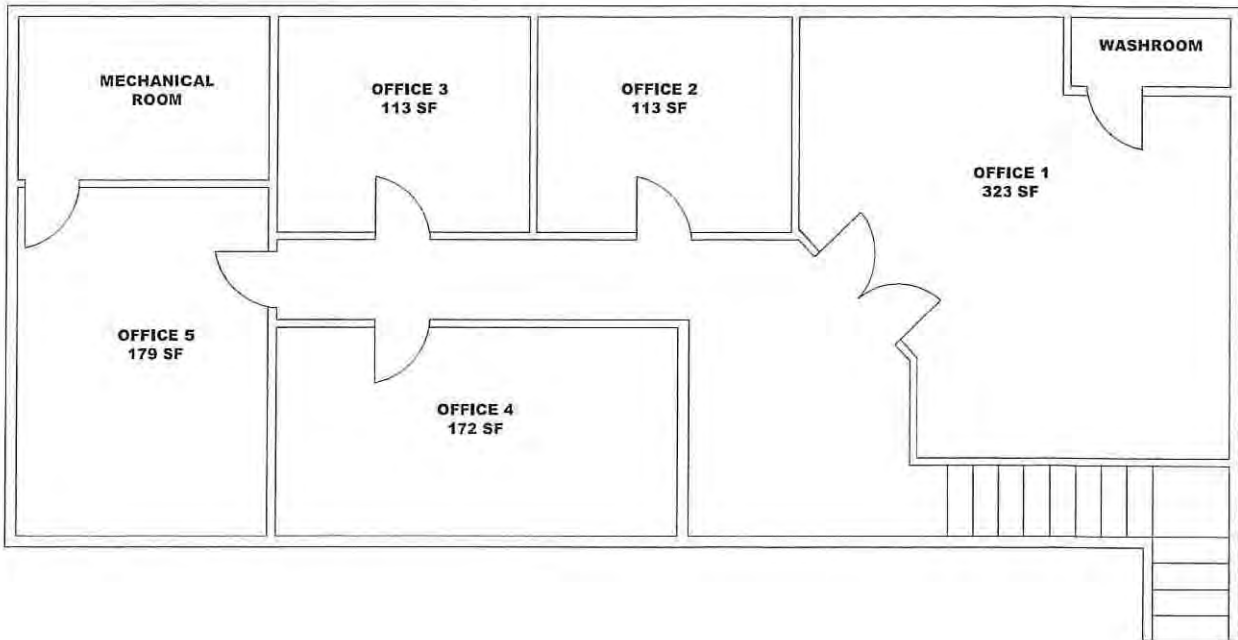
I/We have authority to bind the Corporation

Schedule "A"  
Agreement Between The City of Port Colborne and Lighthouse Festival Theatre

Depiction of the Premises







**THE CITY OF PORT COLBORNE  
ROSELAWN SECOND FLOOR OFFICES**

DATE	2020-03-02
SCALE	HDR: NTS
REF. No.	
DWG No.	D-01

DRAWING FILE: C:\Users\jpolon\Documents\Floor Plans\Roselawn Floor 2.dwg PLOTTED: Mar 02, 2020 - 11:09am PLOTTED BY: jpolon

**Schedule "B"**  
**Agreement Between The City of Port Colborne and Lighthouse Festival Theatre**

**Inventory of Equipment and Supplies**

**City Owned Equipment and Supplies:**

Sufficient equipment is included with the Premises to enable a functioning theatre and related services for entertainment and the performing arts. The equipment varies in value, age and quality.

**Sound Equipment:**

Loudspeakers providing complete coverage of the seating area rigged and connected to amplifiers of appropriate power and load handling ability. A mixing console with input channels and appropriate equalization, and patching facilities. Microphone and speaker circuitry from the stage to booth. Stage monitor system including amplifiers and speakers that can be connected to booth equipment, including:

1. MIXER Mackie [Model-#SR24-4]
2. EQUALIZER Yamaha Graphic Equalizer [Model #2031A]
3. COMPOSER Behringer Audio Interactive Dynamics Processor [Model #MDX2100]
4. CD PLAYER Pioneer 25 Disc Programmable Changer [Model #PD-F505]
5. DVD/CD PLAYER Panasonic [Model #DVD-27]
6. CASSETTE DECK Pioneer Stereo Double Cassette Deck [Model #CT-W205R]
7. AMPLIFIERS HOUSE (2) Crest Audio 450 watt/ 4 ohms per channel [Model #Vs900]
8. MONITORS (1) Yorkville 150 watt/4 ohms per channel [Model #SR-300]
9. SPEAKERS HOUSE (4) Yamaha [Model #S112111EH] Noise 100 watt Program 200 watt Maximum 400 watt 8 ohms
10. MONITORS (2) Electro Voice [Model #FM-12C] 12" 8 ohms 200 watt
11. MICROPHONES (2) Shure SM 58
12. COMMUNICATION / INTERCOM Portable Main Station (1) [Model #PS 22]
13. Belt-packs (2) [Model # RS 501]
14. Headsets (2) [Model # CC 40]
15. Remote Speaker Station (1) [Model # KB 111A] with Handset [Model #HS 6]

**Lighting Equipment:**

Control console (light board), dimmers and 55 lighting instruments. Permanently installed circuitry is operational and met electrical codes at the date of installation. Instruments are lamped and operational.

**Stage Equipment:**

Soft goods include a main velour curtain, 2 black velour borders, 2 pair black legs. Rigging system as installed, with all line sets in safe working order.

1. LADDERS : (2) small, (1) medium, (1) large
2. GENIE LIFT

**Theatre Seating:**

The theatre comes equipped with seating to accommodate up to 267 patrons using floor seating, and up to 16 patrons using balcony seating.

**Garage – Tools and Equipment:**

1. VARIOUS RISERS, FLATS AND SET PIECES
2. BUILDING MATERIALS (plywood, 2 x 4s)
3. 20' x 20' PORTABLE STAGE, with legs, clamps, clips and safety rails  
(NOTE: the City will continue to be utilize the stage for the purpose of facilitating for City and third party events)
4. TOOLS: 1 chop saw, 1 table saw, various hand tools, various power tools
5. EXTENSION LADDER
6. PIPES (various sizes)
7. PAINT AND PAINTING SUPPLIES
8. STORAGE UNIT (currently housing paint and supplies)
9. MISCELLANEOUS HARDWARE

**Additional Equipment (Contributed by Lighthouse Festival Theatre):**

The Premises is furnished with the following equipment and supplies, as contributed by Lighthouse Festival Theatre:

**Sound Equipment:**

1. MIXER - Behringer x - 32 Compact
2. AMPLIFIER - Bose Power
3. CHANNELS (4)
4. SPEAKERS – (4) Bose Monitors

**Communication Equipment:**

1. Belt Packs (4)
2. Headsets (6)

**Lighting Equipment (Instruments):**

1. STRAND (8) [6 x 9]
2. STRAND (3) [6 x 12]
3. COLORADO ZOOM LEDs (6)
4. COLORTAN LEKOS(10)

**Masking:**

1. BLACK LEGS (3)
2. BLACK BORDER (1)

**Schedule "C"**  
**Agreement Between The City of Port Colborne and Lighthouse Festival Theatre**

**Assumed Contracts**

**Bill Culp Productions**

Neil Young Show – July 25, 2020 (To be confirmed)

Roy Orbison Show- October 4, 2020

The Eagles Show- November 14, 2020

Johnny Cash Show- December 13, 2020

**Toronto All Star Big Band**

August 1, 2020

November 29, 2020

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The Corporation of the City of Port Colborne

By-Law no. \_\_\_\_\_

Being a by-law to adopt, ratify and confirm  
the proceedings of the Council of The  
Corporation of the City of Port Colborne at  
its Special and Regular Meetings of March 9, 2020

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

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

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

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

1. Every action of the Council of The Corporation of the City of Port Colborne taken at its Special and Regular Meetings of March 9, 2020 upon which a vote was taken and passed whether a resolution, recommendations, adoption by reference, or other means, is hereby enacted as a by-law of the City to take effect upon the passing hereof; and further
2. That the Mayor and Clerk are authorized to execute any documents required on behalf of the City and affix the corporate seal of the City and the Mayor and Clerk, and such other persons as the action directs, are authorized and directed to take the necessary steps to implement the action.

Enacted and passed this 9<sup>th</sup> day of March, 2020.

\_\_\_\_\_  
William C. Steele  
Mayor

\_\_\_\_\_  
Amber LaPointe  
City Clerk

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# PORT COLBORNE

March 9, 2020

Moved by Councillor  
Seconded by Councillor

**WHEREAS** Annual damages to Ontario's underground infrastructure caused by excavation events number in excess of 4,500 per year. These events cause negative impacts to the Ontario public and our province's economy;

**AND WHEREAS**, The Ontario Regional Common Ground Alliance (ORCGA), formed in 2003, whose purpose is to enhance public safety and utility infrastructure reliability through a unified approach to effective and efficient damage prevention, consists of some 500 members dedicated to this purpose, including Ontario1Call;

**AND WHEREAS** The Canadian Common Ground Alliance (CCGA) and the ORCGA have worked collaboratively to produce the "Underground Infrastructure Damage Prevention - Best Practices" handbook to assist in reducing infrastructure damage associated with excavations;

**AND WHEREAS** The ORCGA annually promotes many educational events across its thirteen (13) Geographic Councils which cover all of Ontario, including the Dig Safe Kick-Offs in April and "April is Dig Safe Month", to raise awareness of the importance of proper excavation practices.

**NOW THEREFORE**, I, Mayor, William C. Steele, proclaim April 1 - 30, 2020 as "**DIG SAFE MONTH**" in the City of Port Colborne.

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William C. Steele  
Mayor

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**City of Port Colborne  
Regular Council Meeting 06-20  
Minutes**

**Date:** February 24, 2020

**Time:** 10:20 p.m.

**Place:** Council Chambers, Municipal Offices, 66 Charlotte Street, Port Colborne

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

**Staff Present:** D. Aquilina, Director of Planning & Development  
A. LaPointe, Acting Director of Corporate Services/City Clerk  
C. Lee, Director of Engineering and Operations  
S. Luey, Chief Administrative Officer  
C. Madden, Deputy Clerk (minutes)  
N. Halasz, Acting Director of Community and Economic Development

Also in attendance were interested citizens, members of the news media and WeeStream.

**1. Call to Order:**

Mayor Steele called the meeting to order.

**2. Introduction of Addendum Items:**

**Additions:**

The addition of the Memo from Michelle Idzenga, Corporate Communications Officer to Item 2, Chief Administrative Officer, Report 2020-33, Subject: UPDATE #2 – Logo Revisions and Branding. This item was circulated via addendum on February 21, 2020.

The addition of item 12, City of Welland Resolution Re: Rural Economic Development Program Application to Fund the Niagara Central Dorothy Rungeling Airport Fuel Dispensing System. This item was circulated via addendum on February 24, 2020.

**3. Confirmation of Agenda:**

**No. 25** Moved by Councillor H. Wells  
Seconded by Councillor G. Bruno

That the agenda dated February 24, 2020 be confirmed, as circulated.

CARRIED

**4. Disclosures of Interest:**

Councillor Beauregard declared a pecuniary interest regarding item 4 (Planning and Development Department, Planning Division, Report 2020-24, Subject: Land Sale on Lorraine Road - McIsaac) as he is employed by Sullivan Mahoney and the firm has provided legal advice with respect to this item. Councillor Beauregard refrained from discussing and voting on item 4.

**5. Adoption of Minutes:**

**No. 26** Moved by Councillor A. Desmarais  
Seconded by Councillor H. Wells

(a) That the minutes of the regular meeting of Council 05-20, held on February 10, 2020, be approved as presented.

CARRIED

**6. Determination of Items Requiring Separate Discussion:**

The following items were identified for separate discussion:

Item 4.

**7. Approval of Items Not Requiring Separate Discussion:**

**No. 27** Moved by Councillor R. Bodner  
Seconded by Councillor F. Danch

That Items 1 to 12 on the agenda be approved, with the exception of items that have been deferred, deleted or listed for separate discussion, and the recommendation contained therein adopted.

**Motions Arising from Committee of the Whole:****(a) Patty Moss regarding road side mowing initiatives and to request additional changes**

Council Resolved:

That consideration of the road side mowing initiative request be referred to the Director of Engineering and Operations and the Manager of Parks and Recreation to work with Patty Moss as well as the Environmental Advisory Committee in order to prepare a report that investigates the recommendations proposed by Patty Moss; and

That the Director of Engineering and Operations and the Manager of Parks and Recreation report back to Council at the April 27, 2020 Committee of the Whole meeting.

**(b) Pollinator Partnership Canada**

Council Resolved:

That the Director of Engineering and Operations work with the Environmental Advisory Committee in order to prepare a report that provides information on Pollinator Partnership Canada and bring it forward to Council.

**(c) Short-term Rental Accommodations**

Council Resolved:

That the Director of Planning and Development investigate short-term rental accommodations and bring a report back to Council for information.

**(d) Ward 4 Road End Consistencies**

Council Resolved:

That the Director of Engineering and Operations be directed to bring forward a reserve for a Ward 4 road end consistencies program during the budget process and then proceed to work with the Ward 4 Councillors in order to prepare a draft report with regards to the implementation and development of this program which will be brought to a Ward 4 information meeting in the summer.

**Items:**

1. **Engineering and Operations Department, Operations Division, Report 2020-31, Subject: Greenhouse Gas Emissions Reduction Plan (2020)**

Council Resolved:

That Engineering and Operations Department, Operations Division Report No. 2020-31, Subject: Greenhouse Gas Emissions Reduction Plan (2020) be received;

That the Council of the City of Port Colborne approves the Greenhouse Gas Emissions Reduction Plan, 2020; and

That Council direct Staff to publish, make available to the public and implement the City's Greenhouse Gas Emissions Reduction Plan, 2020.

2. **Chief Administrative Officer, Report 2020-33, Subject: UPDATE #2 – Logo Revisions and Branding and Memo from Michelle Idzenga, Corporate Communications Officer**

Council Resolved:

That Council approve the proposed new logo and design concepts outlined in Appendix C for staff to move forward with the creation of the Corporation's visual identity guide and subsequent implementation across the city.

3. **Planning and Development Department, Planning Division, Report 2020-22, Subject: Recommendation Report for Zoning By-law Amendment D14-06-19, 180 Fares Street**

Council Resolved:

That the requirement to complete a Phase 1 Environmental Site Assessment (ESA), be removed as a condition of the Holding provision;

That the requirement for a successful Consent to be obtained from the Committee of Adjustment for an easement with a nearby property to allocate additional parking spaces, be replaced with a lease agreement with a nearby property to allocate additional parking spaces;

That Council of the City of Port Colborne approve the Zoning By-law Amendment, attached hereto as Appendix A, as amended, rezoning the subject property from Neighbourhood Commercial to R4-53; and

That Staff be directed to prepare the Notice of Passing in accordance with the *Planning Act* and circulate to all applicable parties.

**5. Community and Economic Development Department, Health Services Division, Report 2020-34, Subject: Physician Recruitment Equipment Incentive for Dr. Emily Wilson**

Council Resolved:

That the City of Port Colborne support the request of a physician recruitment equipment incentive for Dr. Emily Wilson; and

That the request for \$8000 to be added to the Physician Recruitment Reserve be brought forward for consideration during the 2020 budget process.

**6. Community and Economic Development Department, Parks and Recreation Division, Report 2020-29, Subject: Sugarloaf Marina Business Plan RFP**

Council Resolved:

That \$65,000 of the Marina reserves be allocated to the Community and Economic Development Department, Parks and Recreation for the purposes of creating a long term strategic plan for Sugarloaf Marina; and

That the Director of Community and Economic Development Department, Parks and Recreation be directed to release an RFP inviting Proposals for the procurement of a qualified and competent consulting firm to undertake the completion of a Business Plan that will allow the City to strategically manage the direction of Sugarloaf Marina until 2030.

**7. Community and Economic Development Department, Parks and Recreation Division, Report 2020-26, Subject: Port Colborne Downtown Cruiser's Association - 2020 Cruise Nights & Powerfest**

Council Resolved:

That the road closures necessary for the 2020 Downtown Cruise Night event on recurring Thursday evenings, from May 14, 2020 to

September 17, 2020, as requested by the Port Colborne Downtown Cruiser's Association, (PCDCA) and outlined in Community and Economic Development, Parks and Recreation Division Report No; 2020-26, be approved;

That the following roads be closed to general vehicular traffic and parking from 5 p.m. to 9 p.m., each Thursday from May 14, 2020 to September 17, 2020:

- Clarence Street, from the eastern limit of the western driveway of the Food Basics parking lot, to the western limit of Catharine Street;
- Clarence Street, from the eastern limit of Catharine Street to the western limit of King Street;
- Clarence Street, from the eastern limit of King Street to the western limit of West Street; and
- Market Square;

That Market Square be closed to vehicular traffic on May 14, July 16, August 6, August 13, August 20, 2020 from 1 p.m. to 5 p.m., with the exception of the western access laneway, to be used as an ingress and egress to the CIBC Bank;

That emergency service vehicles, including ambulance, police and fire, as well as public works and public utility vehicles, be exempt from the above-noted closures;

That members, qualified participants, and volunteers of the PCDCA, be exempt from the above-noted closures;

That traffic barricades be supplied by Public Works staff every Thursday, from May 14, 2020 to September 17, 2020, to be delivered before the end of the regular workday at the predetermined locations requiring barricades;

That PCDCA volunteers be responsible for installing appropriate signage at each intersection, stating "Cruise Night Clarence Street Temporarily Closed – 5 to 9 p.m.", including Market Square, for the duration of the event;

That PCDCA volunteers be responsible for ensuring road closure barricades are promptly removed and returned to the pick-up points at the end of the event each week;

That the PCDCA be required to file a Certificate of Insurance, naming the City as an additional insured, in the amount of \$2,000,000, prior to the event for Cruise Nights and Powerfest;



That the fee for a Noise By-law Exemption application, to be submitted to the By-law Enforcement Division, be waived for Cruise Nights and Powerfest;

That the appropriate by-law be presented for approval; and

That the fee for the park permit of H.H. Knoll Lakeview park with access to hydro for Powerfest on Saturday, June 6, 2020 be waived.

**8. Community and Economic Development Department, Parks and Recreation Division, Report 2020-27, Subject: Community Bonfires at Nickel Beach**

Council Resolved:

That the provisions of By-law 6280/106/15, Being a By-law to Regulate Open Air Burning in the City of Port Colborne, respecting open air burning within the boundaries of the City, be waived in order to accommodate the Nickel Beach Bonfires on June 19, July 17 and September 18 (the "Event") at Nickel Beach;

That the provisions of By-law 5503/100/10, Being a By-law to Manage and Regulate Municipal Parks, respecting fires and bonfires in municipal parks, be waived in order to accommodate the Event at Nickel Beach; and

That Vale Canada Ltd. and other appropriate parties be so notified of the dates and times of the Event.

**9. Memorandum from Janice Peyton, Executive Assistant, DEO, Re: Environmental Advisory Committee – Vale Community Based Risk Assessment (CBRA) Questions and Responses**

Council Resolved:

That the memorandum from Janice Peyton, Executive Assistant, DEO Re: Environmental Advisory Committee –Vale Community Based Risk Assessment (CBRA) Questions and Responses, be received for information.

**10. Karen Usick, Community Coordinator, Hepatitis C Care Clinic, Niagara Health System Re: Request for Proclamation of World Hepatitis Day, July 28, 2020**

Council Resolved:

That July 28, 2020 be proclaimed as "World Hepatitis Day" in the City of Port Colborne in accordance with the request received from Karen Usick, Community Coordinator, Hepatitis C Care Clinic, Niagara Health System.

**11. Niagara Federation of Agriculture and Various Municipalities Re: Bill 156, Security from Trespass and Protecting Food Safety Act**

Council Resolved:

That the correspondence received from the Niagara Federation of Agriculture and various municipalities Re: Bill 156, Security from Trespass and Protecting Food Safety Act, be received for information.

**12. City of Welland Resolution Re: Rural Economic Development Program Application to Fund the Niagara Central Dorothy Rungeling Airport Fuel Dispensing System**

Council Resolved:

That Council for the City of Port Colborne endorses the Pelham Rural Economic Development program application to fund the Niagara Central Dorothy Rungeling Airport fuel dispensing system.

CARRIED

**8. Consideration of Items Requiring Separate Discussion:**

**4. Planning and Development Department, Planning Division, Report 2020-24, Subject: Land Sale on Lorraine Road – Mclsaac**

Councillor Beauregard declared a conflict with this item and therefore did not vote.

Moved by Councillor F. Danch  
Seconded by Councillor H. Wells

That By-law 6657/21/19 be repealed;

That the City enters into an Agreement of Purchase and Sale with Alisha Elizabeth Mclsaac for \$250,000 plus HST; and

That the Mayor, Clerk and City Solicitor be authorized to sign and execute any and all documents respecting the sale of these lands.

CARRIED

**9. Proclamations:**

**(a) World Hepatitis Day, July 28, 2020**

**No. 28** Moved by Councillor A. Desmarais  
Seconded by Councillor M. Bagu

That July 28, 2020 be proclaimed as "World Hepatitis Day" in the City of Port Colborne in accordance with the request received from Karen Usick, Community Coordinator, Hepatitis C Care Clinic, Niagara Health System.

CARRIED

**10. Minutes of Boards, Commissions & Committees:**

**No. 29** Moved by Councillor D. Kalailieff  
Seconded by Councillor F. Danch

- (a) Minutes of the Port Colborne Library Board Meeting of January 7, 2020
- (b) Minutes of the Social Determinants of Health Advisory Committee Meeting of November 7, 2019

CARRIED

**11. Consideration of By-laws:**

**No. 30** Moved by Councillor H. Wells  
Seconded by Councillor A. Desmarais

That the following by-law be enacted and passed:

6760/10/20	Being a By-law to Authorize Entering into an Agreement of Purchase and Sale with Aisha Elizabeth Mclsaac Respecting Part 6 on Plan 59R-10301
------------	--

CARRIED

**No. 31** Moved by Councillor D. Kalailieff  
Seconded by Councillor R. Bodner

That the following by-laws be enacted and passed:

6761/11/20	Being a By-law to temporarily close sections of various streets to vehicular traffic for the purpose of the Port Colborne Downtown Cruise Nights
------------	--

6762/12/20

Being a By-law to Adopt, Ratify and Confirm the Proceedings of the Council of The Corporation of the City of Port Colborne at its Regular Meeting of February 24, 2020

CARRIED

## 12. Council in Closed Session:

### Motion to go into Closed Session – 10:24 p.m.:

#### No. 32

Moved by Councillor F. Danch  
Seconded by Councillor E. Beauregard

That Council do now proceed into closed session in order to address the following matter(s):

- (a) Minutes of the closed session portion of the following Council meeting: January 27, 2020
- (b) Engineering and Operations Department Report 2020-28, regarding remediation of City owned lands, pursuant to the *Municipal Act, 2001*, Subsection 239(2)(f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose.
- (c) Engineering and Operations Department Report 2020-32, concerning the potential disposition of City owned land, pursuant to the *Municipal Act, 2001*, Subsection 239(2)(c) a proposed or pending acquisition or disposition of land by the municipality or local board.

CARRIED

### Motion to Rise With Report:

#### No. 33

Moved by Councillor M. Bagu  
Seconded by Councillor G. Bruno

That Council do now rise from closed session with report at approximately 11.35 p.m.

CARRIED

## 13. Disclosures of Interest Arising From Closed Session:

Mayor Steele stated that Councillor Beauregard declared a pecuniary interest regarding item (b) (Engineering and Operations Department Report 2020-28) and (c) (Engineering and Operations Department Report 2020-32) as he is employed by Sullivan Mahoney. Councillor Beauregard left the closed meeting during the discussion of these items.

Mayor Steele also stated that Councillor Danch declared a pecuniary interest regarding item (c) (Engineering and Operations Department Report 2020-32) as Rankin Construction Inc. is a customer of the Councillor's business. Councillor Danch left the closed meeting during the discussion of this item.

**14. Report/Motions Arising From Closed Session:**

- (a) **Engineering and Operations Department Report 2020-28, regarding remediation of City owned lands, pursuant to the *Municipal Act, 2001*, Subsection 239(2)(f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose.**

The City Clerk reported that direction was provided to staff during closed session in accordance with the *Municipal Act, 2001*.

- (b) **Engineering and Operations Department Report 2020-32, concerning the potential disposition of City owned land, pursuant to the *Municipal Act, 2001*, Subsection 239(2)(c) a proposed or pending acquisition or disposition of land by the municipality or local board.**

The City Clerk reported that direction was provided to staff during closed session in accordance with the *Municipal Act, 2001*.

**15. Adjournment:**

Mayor Steele adjourned the meeting at approximately 11:36 p.m.

---

William C. Steele  
Mayor

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Amber LaPointe  
City Clerk

AL/cm

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RECEIVED  
FEB 25 2020  
CITY OF PORT COLBORNE  
DEPARTMENT

**DECEMBER 4, 2019**  
**MEETING OF THE PORT COLBORNE ECONOMIC DEVELOPMENT**  
**ADVISORY COMMITTEE**

Minutes of the nineteenth regular meeting of the Committee Members of the Port Colborne Economic Development Advisory Committee, held in the Third Floor Committee 3 Room, City Hall, 66 Charlotte Street, Port Colborne December 4, 2019, 4:00 p.m.

The following Committee Members were in attendance:

- Committee Members: Andrea Boitor, Larry Fontaine, Betty Konc, Kate Ostryhon-Lumsden, Kevin Reles, David Semley
- Council: Mayor Bill Steele, Councillor Harry Wells
- Staff: Julian Douglas-Kameka, Karen Walsh
- Regrets: Marilyn Barton, Councillor Gary Bruno, Angela Doyle, Len Stolk

**1. CALLED TO ORDER:** 4:03 p.m.

**2. WELCOME**

**3. APPROVAL OF THE AGENDA**

Moved by: Councillor Harry Wells  
Seconded by: Larry Fontaine

THAT the agenda for Economic Development Advisory Committee December 4<sup>th</sup>, 2019 be approved as presented.  
CARRIED

**4. APPROVAL OF THE FOLLOWING MINUTES:**

Approval of the September 4, 2019 minutes.

Moved by: Betty Konc  
Seconded by: Andrea Boitor

THAT the minutes from September 4, 2019 be approved as presented.  
CARRIED

Approval of the October 22, 2019 minutes.

Moved by: Larry Fontaine  
Seconded by: Betty Konc  
THAT the minutes from October 22, 2019 be approved as presented.  
CARRIED

## **5. BUSINESS ARISING FROM THE MINUTES.**

Status of the Vacancy tax from October council meeting, the Economic Development Advisory Committee made recommendations on. Councillor Gary Bruno has forwarded it to acting CAO Peter Senese to be developed.

## **6. DECLARATION OF INTEREST**

None

## **7. INFORMATION/CORRESPONDENCE**

None

## **8. MAYOR'S UPDATE**

Discussion took place on the following: Propel Port Colborne: Labour Force breakfast event this morning; the cruise ships and the Seaway; fiber optics in the rural areas.

### **ACTION ITEMS:**

- Julian to provide committee members with Ontario report regarding Cruise Ships.
- Mayor to talk to Charlottetown mayor to get numbers on smaller size ships similar to the size they will be in Port Colborne.

Any Questions: - none

## **9. ECONOMIC DEVELOPMENT OFFICER'S REPORT (ATTACHED)**

Any questions on the Economic Development Officer's report:

## **10. COMMITTEE REPORT**

- a) Industrial/Small Business – chair by Larry Fontaine
- Workforce working with Julian



- What direction of the committee - measuring the economic impact of cruise ships & facilitate the logistics involved.

b) Tourism – chair by Betty Konc

- WiFi not in this year's budget, and would like to use in Fiber optics, will be put in the budget ask for 2021 (would still need to be passed by Council).
- Need to touch base with cyclist (Steven Rivers) in the city get the city designated a cycle friendly city.

c) Residential Development

- No report

## 11. NEW BUSINESS

- Space for lease at Port Cares (attached).
- Discussion took place on the process that developers go through for permits and applications.
- Each meeting we identify two topics that we focus on.
- Discussion on the Hospital / Urgent Care (with the new hospital being built in Niagara Falls). – Mayor will have discussion with other Mayors, and give direction.
- Julian quarterly report to include goals and if they have been reached. More measureables.
- Discussion took place on the flooding issues from the two storms – is this the new normal. (drains, lake). Wainfleet and Fort Erie moving forward to working together.

**ACTION ITEM:** What percentage of the time is the set timeline done for permits and applications? Metrics for building and planning. Survey to developers and permit holders. Short questionnaire. Bill and Harry to discuss with acting CAO.

## 12. NEXT MEETING

February 19, 2020

Mayor and Council Wells will work on metrics for meeting timelines. (KPI and performance indicator).

Hospital / Urgent Care

Review Economic Development Strategic Plan (Discussion through several meetings)

ACTION ITEMS – David will review the Economic Development Strategic Plan and break it out and assign to committee members at next meeting.

Multimodel study is being done & Niagara Region transportation with Transport Canada. Workforce and skilled set. Early in the new year. Report will be available to committee members and presentation.

### **13. ADJOURNMENT**

Moved by: Kate Ostryhon-Lumsden  
Seconded by: Andrea Boitor  
Resolved that we do now adjourn.  
CARRIED

Time of adjournment 6:03 p.m.



# City of Port Colborne

## Economic Development and Tourism Quarterly Activity Report

DATE OF LAST EDAC MEETING: August, 2019

MONTH OF REPORT: December 2019

### ECONOMIC DEVELOPMENT AND TOURISM ACTIVITIES UNDERTAKEN SINCE LAST MEETING

<p><b>Investment Readiness</b></p> <ul style="list-style-type: none"> <li>• Goal/Outcome: Land/Infrastructural Development</li> <li>✓ In discussions with Engineering Dept to clear municipal industrial lands.</li> <li>✓ Site selection video developed and campaign launched.</li> <li>✓ Working with St Lawrence Seaways and Niagara Region to service the 86 acres "Riverlands" property.</li> <li>✓ Work with the Niagara Region on the Eastside development lands project ongoing.</li> <li>• Goal/Outcome: Investment Attraction</li> <li>✓ Port Colborne featured in the inaugural <b>Made In Niagara magazine</b> and promoted at the <b>Shanghai Expo in China</b> held in November done in collaboration with Business Link Media.</li> <li>• Goal/Outcome: Promotion and Marketing</li> <li>✓ Articles featuring Port Colborne ran by the financial times and promoted through social media. Campaign results to be analyzed.</li> <li>✓ Participated in two (2) Business development and resident attraction Expos.             <ol style="list-style-type: none"> <li>1. Toronto Entrepreneurship Conference and Expo</li> <li>2. Immigrant Business Expo (Toronto)</li> </ol> </li> <li>• Goal/Outcome: Workforce Development</li> <li>✓ Memorandum of Understanding with Niagara Workforce Planning Board (NWPB) executed.</li> </ul>	<p><b>Entrepreneurship / Small Business Development</b></p> <ul style="list-style-type: none"> <li>• Goal/Outcome: Support Entrepreneurship and BR&amp;E</li> <li>✓ BESS program (ONE-ONE small business start-up support) ongoing.</li> <li>✓ Taste of Port Colborne, collaboration with the Downtown and Main Street BIAs for the hosting of Port Colborne Restaurant week (October 18-27) was a success. Discussions have begun about building a campaign around Taste of Port Colborne.</li> <li>✓ Port Colborne Co-working Space (Innovation Hub) RFQ prepared and Invitation sent to five preselected consultants. Three expressed interest but only one submission received by the deadline. Consultant to be engaged.</li> <li>✓ Finalizing details for Co-working Space/Incubator pilot project. Expected to be launched officially in January.</li> </ul> <p><b>Tourism and Destination Development</b></p> <ul style="list-style-type: none"> <li>✓ Cruise Ship Feasibility discussions ongoing             <ol style="list-style-type: none"> <li>1. 2<sup>nd</sup> Stakeholder Roundtable discussion held</li> </ol> </li> <li>✓ Bus Tours             <ol style="list-style-type: none"> <li>1. Had meetings with 27 tour operators at the OMCA conference and marketplace.</li> <li>2. Plans in place to host a Tour Operator FAM Tour in 2020.</li> </ol> </li> </ul>
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<p>NWPB is developing customized reports and providing labour force development support to the City.</p> <ul style="list-style-type: none"> <li>✓ Hosted inaugural Propel Port Colborne Breakfast Event (Labour Force Development)</li> <li>• Goal/Outcome: Sector Development</li> <li>✓ Niagara Industrial Association Business event hosted by the City at Roselawn.</li> <li>✓ HWY H20 Conference (Sponsorship and City Marketing and Promotion)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Developing marketing collateral and user generated campaign</li> <li>1. Port Colborne Proud: Photo competition launched</li> </ul>
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**ECONOMIC DEVELOPMENT AND TOURISM STAKEHOLDER ACTIVITIES, INITIATIVES AND DELIVERABLES**

Staff participated in the following partner discussions and events

- Niagara Food and Wine Summit
- Niagara Region Incentives Workshop
- Economic Briefing Breakfast
- Niagara Economic Summit

**ECONOMIC DEVELOPMENT AND TOURISM OUTCOMES ACHIEVED**

- Approximately 90 attendees at NIA business event
- Inaugural Propel Port Colborne Breakfast Event held
- 2 Port Colborne Investment and Resident Attraction exhibitions held in the GTA
- Site Selection marketing tool developed
- Photo marketing user generated campaign launched
- Port Colborne Co-working Space (Innovation Hub) procurement

**FOLLOW UP**

- Port Colborne/NWPB MOU and Workforce Development Initiatives
- Innovation Hus Feasibility study
- Co-Working Space Pilot project
- Municipal Land Clearing and Riverlands servicing.
- Follow-up leads from 2 Business Expos
- Port Colborne Proud-Photo Competition
- Site selection video and sponsored content for Financial times campaign analysis
- Tour Operator engagement from OMCA conference and marketplace and FAM Tour

**ACTIVITIES THAT WERE PRE-APPROVED BY CITY COUNCIL**

- Innovation Hub Feasibility study
- Co-Working Space Pilot project

**OTHER COMMENTS**

NEXT EDAC MEETING: February 19, 2020

REPORT PREPARED BY: Julian Douglas-Kameka

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Port Colborne Historical & Marine  
**MUSEUM**  
*...more than a museum!*

A meeting of the Board of Management of the Port Colborne Historical and Marine Museum was held January 21, 2020 at 7 p.m. at the L.R. Wilson Heritage Research Archives.

Present: Stephanie Powell Baswick, Bert Murphy, Councillor Eric Beauregard, Alexander Fazzari, Donna Abbott, Pam Koudjis, Claudia Brema, Margaret Tanaszi, Brian Heaslip, Terry Huffman, Jeff Piniak, Cheryl MacMillan, Bonnie Johnston and Abbey Stansfield

Regrets: Marcia Turner

Minutes of Last Meeting

Moved by: Eric Beauregard

Seconded by: Cheryl MacMillan

To: Approve the Minutes of the Board of Management from November 19, 2019 as corrected.  
Motion Carried.

Business Arising From Minutes:

No Report.

Correspondence:

Stephanie Powell Baswick displayed the Christmas Cards that the Board received along with the newsletters received from other heritage and marine associations and societies.

Curator Report:

Stephanie Powell Baswick took the opportunity to thank the board and staff for their help with the Grand Old Christmas Festival. She explained that due to the poor weather that the attendance was down significantly but that Festival was still able to proceed in a more limited capacity. The Grand Old Festival report will be presented at the February board meeting.

Stephanie explained the procedure of board appointments for City of Port Colborne and explained that two seats to the Museum Board were awaiting council appointment as a result it was suggested that the AGM be held in February after all board positions have been appointed. Stephanie also explained the procedural policy for the Museum Board, the executive positions, and associate memberships. There was also a suggestion put forward that the Heritage Committee form a formal subcommittee at the AGM.

Auxiliary Report:

Bonnie Johnston reported that despite the weather 85 people came to the tearoom during the Christmas Festival with many more attending during the week that followed. The tearoom was completely out of pudding by the following Saturday.

Bonnie also read a thank you card from the Port Colborne branch of Meals on Wheels, for their donation of a teacup and Arabella's Gift Certificate to a fundraising silent auction.



Port Colborne Historical & Marine  
**MUSEUM**  
*...more than a museum!*

Programme Committee Report:

Cheryl MacMillan reported that the committee had met with the Assistant Curator, Michelle Mason, to discuss the 2020 exhibit. The proposed theme for the main exhibit is celebrating 150 years of the Village of Port Colborne. The other exhibit would be focused on Judge Helen Kinnear to celebrate 100 years since she was called to the bar.

Cheryl also thanked the board members for their contribution to the Christmas Volunteer Appreciation and spoke on what a success the evening had been.

Fundraising Committee Report:

No Report.

Building and Property Committee Report:

Brian Heaslip reported that the volunteer group has finished working on the second floor storage room at the Tearoom and are now moving their attentions to the stairwell area.

Finance Committee Report:

Stephanie Powell Baswick reported that the corporate donor drive went well and that the museum had raised \$9,716.00 for the 2019 campaign which was almost \$1,000 more than was raised in 2018. The museum is now accepting online donations for both memorial and general accounts. Currently this is being done through Canada Helps.org. The use of Canada Helps enabled the museum to receive a bequest that is usually more difficult to navigate, however, the feedback from users is that they would like all monies donated to go towards the museum rather than any third party fees. It is this feedback has prompted Stephanie to request a new system for online donations directly on the new website the city is getting.

The museum now is able to accept monthly donations directly taken from donors this initiative was spearheaded by Claudia Brema.

Membership Committee Report

Bonnie Johnston reported that the new membership fees and rates had increased as of January 1, 2020. Assistant Curator, Michelle Mason was able to redesign the new membership cards reflecting the new prices.

Bonnie reported that for 2020 to date the museum has 12 members and 2 new life patrons.

Accession Committee Report:

Terry Huffman reported that the accession committee met on January 20, 2020. Items that were accepted included, Lockview Secondary School yearbooks, silver spoons engraved with 'B. Graybiel,' a Catholic talisman carried during WWII and a post card from the Government Grain Elevator.

The Next Committee Meeting will be March 9, 2020 at 6:00 PM.

Policy Report:

No Report.





Port Colborne Historical & Marine  
**MUSEUM**  
*...more than a museum!*

Marketing and Site Promotion Report:

A committee meeting will take place February 4, 2019.

New Business:

Terry Huffman reported that Bob Saracino has been in touch with him and would like to attend a board meeting to speak to the board.

Stephanie Powell Baswick reported that Assistant Curator, Michelle Mason, has reached out to other departments to try and share resources on a potential Canal Days band.

Motion to Adjourn: Cheryl MacMillian.

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## Main Street BIA Minutes

January 20th, 6PM

**LOCATION: City Tavern – Main Street**



Attendance- Frank Danch, Kim Danch, Juli Longaphie, Marsha Cox

Regrets: Dee Tilbrook, Stephen Williams, Gino Spada

**1. Welcome –6:20PM** (Frank chaired meeting)

**2. Disclosure of Pecuniary Interest** - none

**3. Approval of BIA Agenda** – (m) Kim, (s) Marsha - Carried

**4. Approval of BIA Minutes from Sept. 23rd, 2019** (m) Kim, (s) Juli - Carried

\*Previously circulated. to be submitted to council upon approval.

**5. Selection of Board Executive** – Deferred to next meeting due to attendance

**6. Business arising from previous minutes**

\***New lighting/décor/banners** – Frank to reach out to both high schools to see if interest/ability to assist BIA with metal art work for replacement of banners. Perhaps a lighthouse design to tie in with the one at lock 8 & our logo.

\* **New Flower bed** – Juli to send letter requesting bed around clock as initially planned when clock was designed & meeting to confirm project.

**7. Treasurer Report (m) Juli, (s) Frank - Carried**

\* the bank balance is \$31665.01

**8. Correspondence**

\* Resignation letter from Gino Spada

**9. Councillor Report – Frank Danch – none**

**10. Other Business**

\* **Taste of PC** – Frank to confirm partnership with City for 2020 event & request budget for the event.

\*\* Also wondering if it would be in everyone's best interest that the City take the lead on the event & arranging meetings. This would give both BIA's an equal voice and would avoid the potential for perceived favoritism

**11. Adjournment & Next Meeting Date: March 2<sup>nd</sup>, FLYING SQUIRELL @ 6PM**

City of Port Colborne  
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COMMUNITY DEVELOPMENT  
CITY OF PORT COLBORNE

**Main Street BIA Minutes**  
**March 26th, 7pm - City Hall - 3rd Floor**

**1. Welcome – 7:03pm**

**Attendance:** Mark Guilbeault (chair), Juli Longaphie (secretary), Gino Spada (member), Frank Danch (Council Rep), Jamie-Lyn Crowe, Samir Visram, Dee Tilbrook, Jeni Lamarre

**Regrets:** Kim Danch (treasurer), Chris Bull (Vice Chair), Chris Davis (member)

**2. Disclosure of Pecuniary Interest - none**

**3. Approval of BIA Agenda – (M) Frank, (S) Gino - carried**

**4. Approval of BIA Minutes from June 21<sup>st</sup>, 2018 – (M) Frank, (S) Gino - Carried**

\*Previous minutes to be circulated, posted online and submitted to council upon approval

**5. Business arising from previous minutes**

- Flower bed around clock at visitor centre: Gino to get quotes for next meeting

- Banners: City didn't dispose of banners and are all being stored at Frank's Home Hardware. The Canada banners are up as original intent was to use purchase & use for 2 years.

- Back lighting on clock – Frank to request City to send a letter on behalf of BIA to recoup funds for uncompleted work or complete the work agreed to in contract. **(M) Gino, (S) Frank - Carried**

**6. Treasurer Report - None**

**7. Correspondence – None**

**8. Committee Reports – Saw Horse**

- Jeni Lamarre gave brief background of the event and submitted request for \$1500 sponsorship funds on behalf of the committee.

Additional comments: Low turnout for the efforts, frank not interested in delivering hay this year. Could more of the sponsorship funds be spent on advertising the event for more exposure. Consideration for another group/agency to take over the event next year,

- **Motion to provide funding for 5<sup>th</sup> Annual Saw Horse Race: Gino, (S) Juli - carried**

**9. Other Business**

\* current plan- **to be discussed at April meeting**

\* marketing – **to be discussed at April meeting**

\* new initiatives – **to be discussed at April meeting**

\* 2019 BIA meeting schedule - (city clerk recommended 6-8 meetings including AGM)

Next meeting dates: April 16<sup>th</sup> & May 21<sup>st</sup>

\* Concern regarding street lights on Main Street East not working. Frank explained how this can be reported to Canadian Niagara Power on their website using the light number located in the pole. Frank said he would report the info & requested the pole numbers to do so.

**10. Adjournment – (M) Frank, (S) Gino**

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**Mark Guilbeault - Chair**

Minutes approved April 16, 2019

**Main Street BIA Minutes**  
**April 16th, 7pm**  
**City Hall - 3rd Floor**

City of Port Colborne  
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DEPARTMENT

**1. Welcome – 7:03pm (Juli) –** Board selected Frank Danch as meeting chair, due to absence of both Chair & Vice-Chair.

**Attendance-** Kim Danch (Treasurer), Frank Danch (council rep), Juli Longaphie (secretary), Gino Spada (member), Chris Davis (member).

**Regrets-** Mark Guilbeault (chair), Chris Bull (vice-chair)

**2. Disclosure of Pecuniary Interest - none**

**3. Approval of BIA Agenda – (M) Gino, (S) Chris -Carried**

**4. Approval of BIA Minutes from March 26<sup>th</sup>, 2019 – (M) Kim, (S) Gino - Carried**

\*Previous minutes to be circulated, posted online and submitted to council upon approval

**5. Business arising from previous minutes**

\* **Clock- (M) Gino, (S) Chris -** Council Rep Frank Danch, request the City solicitor to send notice to Harrison Solutions to complete contract as agreed upon or refund BIA for services not completed. - **Carried**

\***Marketing** – PC Economic Development officer Julian spoke about opportunities to help business and expressed City’s commitment to work together to promote business within PC. Some ideas/options discussed were:

- create a file of imagery to share for use on promotional material
- City can assist BIA with creating branding or flyers/brochures
- Community Improvement Plan still available
- Promotion of events on City website & social media, also possibilities to partner for events
- City is creating an App called “discover Port Colborne”

\***New Initiatives** – Board discussed ideas for starting new or re-establishing past initiatives to help promote businesses within BIA:

- Ribbon cuttings for business openings & contact newspaper for attendance and the free advertising.
- Create a welcome package for new businesses with info such as: BIA info, CIP details, important City contacts, invitation to events or meetings
- Creation of a marketing committee
- Better use of social media to grow our audience (reach) and to promote our businesses. Juli to create an IG account.

**6. Treasurer Report – Account balance is \$18905.64. (M) Gino (S) Chris – to approve report as submitted. - Carried**

## **7. Correspondence**

\* Letter from the City's EDO requesting confirmation of the Main Street BIA representative for the Economic Development Advisory Committee. – **deferred decision until Jeni Lamarre confirms her intentions. (M) Kim, (S) Juli – Carried**

\* Email from Nancy Giles regarding reporting lights needing repair – report can be made for all lights needing repair directly on City's website. In search bar type "street light repair".

**8. Councillor Report – Frank Danch – nothing to report**

## **9. Other Business**

**10. Adjournment (M) Gino, (S) Juli - Carried**

## Main Street BIA Minutes

Sept. 23rd, 10AM

LOCATION: Dance Wear Niagara – Main Street



Attendance- Gino Spada, Kim Danch, Juli Longaphie, Dee Tilbrook

Regrets: Chris Davis

**1. Welcome** – 10:10am (Gino chaired meeting)

**2. Disclosure of Pecuniary Interest** - none

**3. Approval of BIA Agenda** – (m) Kim, (s) Juli - Carried

**4. Approval of BIA Minutes from April 16<sup>th</sup>, 2019** (m) Juli, (s) Kim - Carried

\*Previously circulated. to be submitted to council upon approval.

**5. Business arising from previous minutes**

\*New Initiative – Taste of Port Colborne – Juli reported that 3 Main street businesses currently participating and that \$250 is requested as the Main Street portion of the partnership.

**Motion** – That \$250 be allocated towards the Taste of Port Colborne event, and payable to DTBIA upon invoice. (m) Juli, (s) Kim - Carried

\* IG account – Account has not been set up yet, but will revisit this in the new year.

**6. Treasurer Report (m) Juli, (s) Gino - Carried**

\* the bank balance is \$17298.64

\* No outstanding invoices and the flower invoice from the City is expected closer to the end of the year.

**7. Correspondence**

\* **City of Port Colborne - EcDev Committee** – Request again from the City for a representative from Main Street. To be put on AGM agenda.

\* **Resignation letter from Chris Bull (June 18th) Mark Guibeault (July 19th)**

**8. Councillor Report – Frank Danch – not present**

**9. Other Business**

\* **Board member vacancies** – to be announced in the AGM notice

\* **Annual General Meeting** – Budget meeting in preparation for AGM on Oct.16<sup>th</sup> @ Home Hardware.

\* **Beautification – Snowflakes & Tulips**

-Kim agreed to get some prices for replacement of the snowflakes to be discussed during budget meeting.

- Juli has a meeting request with City gardener to discuss the possibility of tulips in flower boxes. Kim agreed to come if available.

**10. Adjournment & Next Meeting Date – October 16<sup>th</sup> @ 6PM**